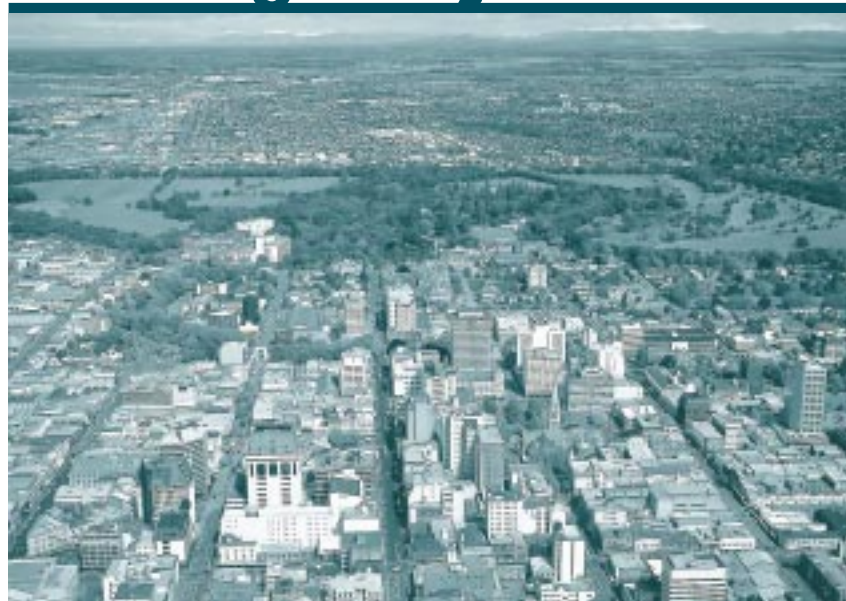
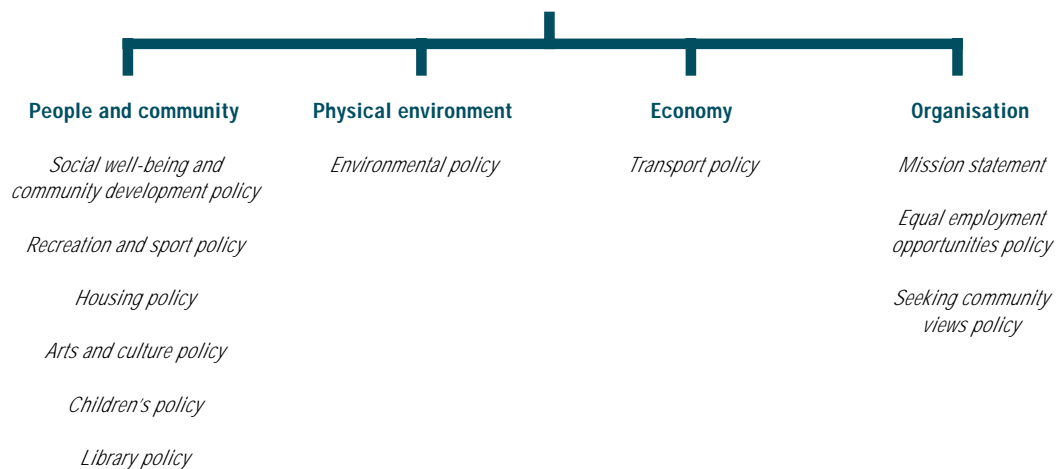


# Overview of the Strategic objectives



Christchurch City Council's vision for the city can be described through these broad areas



# Overview of the document structure

Where possible the corresponding policy that will achieve the Council's objective will be in the adjacent column.

## Social well-being and community development policy

The Christchurch City Council is committed to being pro-active in promoting:

Community, Self Help, Self Determination and Progressive Social Change

Through the Empowerment of its Residents, and in Particular People on Limited Incomes

- 1 A Nurturing Community
- 2 Basic Needs Met
- 3 Development of Local Community Identities and Pride
- 4 Equitable Access to Opportunities, Community Resources and Clean Living Environments
- 5 Improving the Position of the Least Advantaged
- 6 Residents Receiving Their Entitlements
- 7 High Self Esteem
- 8 Participation in Personal and Political Decision Making
- 9 Participation and a Sense of Belonging in Communities
- 10 Respect for Cultural Diversity
- 11 Self Determination and Empowerment

## Children's policy

The Christchurch City Council is committed to enhancing the lives of children in Christchurch

- 1 Inter-sectoral networks and partnerships that promote good practice in the interests of children and young people
- 2 Views of children and their families are taken into account in the development of policies and services

The Christchurch City Council contributes to the community's social well-being by ensuring:

Safe, accessible and affordable housing is available to people on low incomes including elderly persons and people with disabilities.

- 1 The provision of affordable housing which is sustainable in perpetuity, and which is not a cost to ratepayers.
- 2 The provision of additional accommodation for single men and women with one child.
- 3 The provision of inner city accommodation for mature single men and mature single women displaced from boarding house accommodation.
- 4 The facilitation of the provision of additional 'home' care for the semi-dependent elderly in Council housing so as to extend their independent living.
- 5 The facilitation of accommodation for those deinstitutionalised or otherwise affected by changes in the health system.
- 6 Ensure that the Council's social objectives with regard to affordable housing are clearly articulated to Government and other social service agencies.

## How it will happen

## Strategic objectives

**Social Well-being and Community Development**


A6 Ensuring that sufficient resources are available from appropriate sources, through social assistance if necessary to enable residents to provide for their basic individual and family well-being.

A7 Funding and provision of social services within Christchurch:

- Comprising an equitable share of national resources;
- Accessible and responsive to the community's varying needs;
- Delivered in an equitable and efficient manner.

A8 A strong sense of community at local and city levels reflected in:

- High proportions of people identifying with local points or meeting places in their environment.
- High levels of participation in community groups activities and issues;
- Wide ranging expression of community pride.




A9 A great place to live where:

- All children are nurtured and able to reach their full potential;
- Youth feel valued and have a sense of belonging;
- The elderly are empowered.

**Housing Provision**

A10 The provision of access to quality, affordable housing appropriate to the needs of present and future households.



1

2

11

The objectives contain a reference number and letter that corresponds to an objective contained in the second volume of the Christchurch City Council Plan 1998 Edition: Volume 2.

# Strategic Objectives and Policy Statements



*making the vision reality*

## Strategic objectives

### Personal Safety

- A1 A city in which:
- The sense of personal safety is maximised;
  - The risk of physical injury for residents and visitors in everyday life is minimised.

# People and Community



### Public Health

- A2 A city in which the risk of exposure to unhealthy living and working conditions and their adverse effects are minimised and within national and international standards or guidelines.
- A3 A city acclaimed for its healthy lifestyles reflecting such things as high rates of participation in healthful activities and low levels of occurrence of stress related diseases.

### Education Facilities and Services

- A4 Enhanced learning, communication and participation reflected in appreciation of the ideas and experiences conveyed by written and recorded language, and the visual and performing arts.
- A5 Informed attitudes and changed behaviour which enhance the city's quality of life and environment.



## Libraries policy

Christchurch and its people value information highly for prosperity, lifelong learning, individual and community decision making and personal and social well-being.

### Strategic Objectives

- 1 Develop a comprehensive, user-friendly electronic interface to resources
- 2 Develop new, or enhance existing, information services to meet specific customer needs
- 3 Co-ordinate the electronic access to Christchurch and Canterbury information
- 4 Consolidate support for education and lifelong learning
- 5 Sustain and enhance recreational opportunities for reading, listening, viewing and interacting
- 6 Honour our obligations under the principles of the Treaty of Waitangi
- 7 Ensure access to our culture now and in the future
- 8 Encourage participation in community government
- 9 Create vibrant and accessible facilities for local communities
- 10 Provide opportunities for people with special requirements to access services, collections and facilities

*How it will happen*

## Social well-being and community development policy

The Christchurch City Council is committed to being pro-active in promoting:

### A Healthy Social, Cultural and Economic Community; Self Help, Self Determination and Progressive Social Change

Through the Empowerment of its Residents, and in Particular People on Limited Incomes

- 1 A Nurturing Community
- 2 Basic Needs Met
- 3 Development of Local Community Identities and Pride
- 4 Equitable Access to Opportunities, Community Resources and Clean Living Environments
- 5 Improving the Position of the Least Advantaged
- 6 Residents Receiving Their Entitlements
- 7 High Self Esteem
- 8 Participation in Personal and Political Decision Making
- 9 Participation and a Sense of Belonging in Communities
- 10 Respect for Cultural Diversity
- 11 Self Determination and Empowerment

## Strategic objectives

### Social Well-being and Community Development

- A6 Ensuring that sufficient resources are available from appropriate sources, through social assistance if necessary, to enable residents to provide for their basic individual and family well-being.
- A7 Funding and provision of social services within Christchurch:
  - Comprising an equitable share of national resources;
  - Accessible and responsive to the community's varying needs;
  - Delivered in an equitable and efficient manner.
- A8 A strong sense of community at local and city levels reflected in:
  - High proportions of people identifying with focal points or meeting places in their environment;
  - High levels of participation in community groups activities and issues;
  - Wide ranging expression of community pride.



## Children's policy

The Christchurch City Council is committed to enhancing the lives of children in Christchurch

- 1 Inter-sectoral networks and partnerships that promote best practice in the interests of children and their families
- 2 Views of children and their families is taken into account in the development and implementation of council policies and strategies

- A9 A great place to live where:
  - All children are nurtured and able to reach their full potential;
  - Youth feel valued and have a sense of belonging;
  - The elderly are appreciated and respected.

## Housing policy

The Christchurch City Council contributes to the community's social well-being by ensuring:

**Safe, accessible and affordable housing is available to people on low incomes including elderly persons and people with disabilities.**

- 1 The provision of affordable housing which is sustainable in perpetuity, and which is not a cost to ratepayers.
- 2 The provision of additional accommodation for single men and women with one child.
- 3 The provision of inner city accommodation for mature single men and mature single women displaced from boarding house accommodation.
- 4 The facilitation of the provision of additional 'home' care for the semi-dependent elderly in Council housing so as to extend their independent living.

### Housing Provision

- A10 To contribute to the community's social well-being by ensuring safe, accessible and affordable housing is available to people on low incomes, including elderly persons and people with disabilities.



- 5 The facilitation of accommodation for those deinstitutionalised or otherwise affected by changes in the health system.
- 6 Ensure that the Council's social objectives with regard to affordable housing are clearly articulated to Government and other social service agencies.

*How it will happen*

## Strategic objectives

### Arts and Culture

- A11 Wide ranging opportunities for residents and visitors to increase their participation in and enjoyment of artistic and cultural activities.
- A12 Improved understanding and respect for the contribution of the many different cultural traditions present in Christchurch to the quality of its social life.
- A13 The unique identity of Christchurch enhanced by particular recognition of Canterbury's heritage and contemporary artistic and cultural expression.

### Arts and culture policy

- 1 An active, creative performing and visual arts sector contributing to the city as a centre of excellence and innovation.
- 2 Recognition of the unique place of Maori art and culture.
- 3 Artistic and cultural initiatives responsive to the community and reflecting its multi-cultural character.
- 4 A city possessing artistic and cultural activities attractive to residents, visitors and business.
- 5 An artistic and cultural identity celebrating the city's heritage.

## People and Community

*continued*



### Recreation and Leisure

- A14 Wide ranging opportunities for residents and visitors to increase their:
  - Participation in affordable and accessible sport and recreational activities which are responsive to current and emerging leisure preferences;
  - Experience and enjoyment of the garden city element of the city's unique identity.
- A15 Enhanced personal enjoyment from the ideas and experiences conveyed by written and recorded language, and the visual and performing arts.

### Recreation and leisure policy

The Christchurch City Council is committed to making a significant and sustainable contribution to the quality of life of its residents, particularly its children and youth, by supporting a broad range of recreation and sport services, facilities and programmes.

- 1 Children, youth, people with disabilities and people on limited incomes are aware of, have access to and are increasing their participation in a broad range of recreation and sporting activities.
- 2 Christchurch residents are aware of and access a broad range of recreation and sporting activities.
- 3 Christchurch is widely recognised for hosting successful local, regional, national and international recreation and sports events and festivals.
- 4 Consultation with the Christchurch community, recreation and sport participants and service providers is ongoing and effective.
- 5 Physical assets meet the identified and viable recreation and sport needs of Christchurch and minimum legal standards.
- 6 Recreation and sport is making a positive contribution to the city's economy.
- 7 Research into existing and future recreation and sport needs and trends of Christchurch is ongoing and findings are taken into account in the planning and provision of all services, facilities and programmes.
- 8 Resources are allocated and services, facilities and programmes are delivered efficiently, effectively and equitably.
- 9 Services, facilities and programmes meet the recreation and sporting needs of the Christchurch community, particularly its children and youth, and also its people with disabilities and people with limited incomes.
- 10 Services, facilities and programmes complement and enhance the city's unique character and environment.
- 11 Volunteers are acknowledged and supported.

*How it will happen*



## Environmental policy

A healthy natural and built environment is essential for sustainable development of the City

**The Council is committed to the protection and enhancement of the environment of the City by;**

Accepting responsibility for complying with all relevant environmental legislation

Minimising the environmental effects of the Council's activities

Promoting environmental care through Council's influence over others

Being committed to the internationally recognised waste management practice of source reduction, reuse, recycling, resource recovery and environmentally safe residue disposal

Being committed to continual improvement of its environmental performance through implementation, monitoring and review of its policies, programmes and services

- When policies, systems, plans, codes of practice, training manuals and similar documents are written, reviewed and updated, environmental aspects shall be considered and incorporated where possible.
- The Council will meet all legislative requirements relating to the environment including the monitoring of compliance with conditions of consents.
- The Council shall respect international and national policies and agreements as they relate to the City.
- The Council will promote an awareness within the community of environmental matters as they affect the City.
- Contract documents for the design, supervision and maintenance of works and services will incorporate requirements for the protection of the environment.
- The Council shall use vehicles and plant in ways that minimise emissions to the air and, where the costs are similar to current vehicles, shall operate vehicles with alternative methods of propulsion.
- The Council will conserve and enhance the listed historic buildings that it owns and increase public awareness and suitable use of these buildings.
- The Council will promote the conservation of water in the buildings and on the open spaces it administers.
- The Council will manage and maintain the open spaces of the City in ways that enhance amenity, avoids adverse effects and minimises maintenance requirements. It will promote plantings as appropriate on its land.
- The Council will implement "Cleaner Production" philosophies and methods to, reduce consumer waste, increase the use of renewable resources, reduce hazardous waste, use ozone friendly products
- The Council will promote sound environmental practices within the buildings it operates together with its obligations under the Health and Safety in Employment Act.
- The Council will seek to avoid, remedy or mitigate any adverse effects on the environment caused by its operations during emergencies and is committed to full disclosure of environmental incidents.
- The Council will regularly review its own environmental performance and report its progress having regard to the principles of this statement.

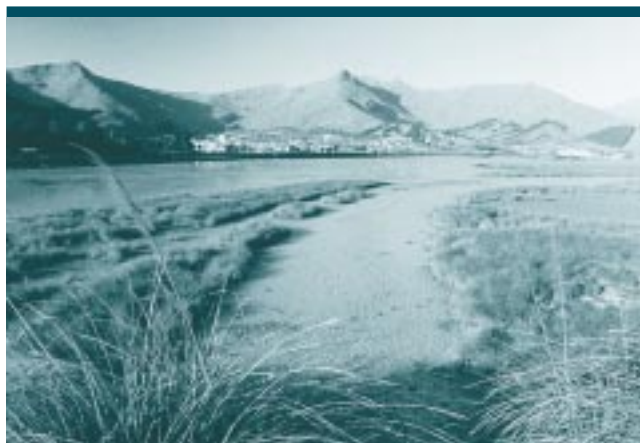
*How it will happen*

## Strategic objectives

### Air, Water and Soils Quality

- B1 Maintenance and enhancement of:
- The quality of the city's inland and coastal waters;
  - Air quality in the city, including eliminating any health hazard posed by winter smog;
  - The horticultural production potential of high quality soils in the city;
  - Land susceptible to soil loss through erosion;

# The Physical Environment



- The city's precious artesian water resource;
- The excellent quality of Christchurch drinking water.

### Significant Natural Features and Parkland and Rural Amenity

- B2 Maintenance and enhancement of the special values of significant natural features, such as the Port Hills or the Estuary, and improved opportunities for their appreciation and enjoyment.
- B3 Enhancement of the contribution of open space and landscape elements to the unique identity of Christchurch.

### Built Environment Amenity

- B4 A form and direction of development and redevelopment of the built environment which:
- Maintains and enhances the unique identity of Christchurch;
  - Provides for a wide variety of living, working and leisure activities throughout the city in a manner which maintains or enhances people's enjoyment of amenity values.
- B5 Enhancement of the central city's contribution to the unique identity of Christchurch with large numbers of residents and visitors enjoying its attributes.



### Heritage Features

- B6 Heritage values of significant and representative sites, places, areas and other taonga of Christchurch protected and retained for the benefit of present and future generations.

### Natural Hazards

- B7 Adverse impacts for the natural and built environment of actual and potential natural hazards avoided or reduced in accordance with a considered assessment of the risk and consequences of their occurrence.

## Strategic objectives

### Business Activity and Employment

- C1 Growth of the business base of Christchurch leading to an increase in the number of jobs in the city.
- C2 Employment in Christchurch increased to a level at which it is not of significant concern to the community.
- C3 Increased purchasing and investment in Canterbury by existing firms and new investors.
- C4 More and longer length of stays and increased spending by visitors to Christchurch.
- C5 Highly positive local, national and international attitudes towards Christchurch as a place in which to live and do business reflecting:

## The Economy

- Recognition as a business and visitor friendly city;
  - An active, lively city full of diverse attractions and events;
  - Sustained high levels of business and consumer confidence in Christchurch;
  - Acclaim for the city's quality of life and unique identity.
- C6 A skilled and adaptable business base, including the labour force; able to meet the present and future needs of their markets.

### Utility Services

- C7 A continuous supply of sustainable energy to efficiently meet demand at prices which are locally, nationally and internationally competitive.
- C8 A continuous supply of essential utility services for existing consumers and for property protection at unit costs comparable with those obtainable from similar organisations or alternative suppliers.
- C9 Ready availability of extended utility services at competitive supply costs to meet the reasonable service demands from new or expanding users.

### Transport and Communications

- C10 A continuous supply of land, sea and air transport, and telecommunications services for moving people, goods and business information to and from Christchurch:
  - Responsive to the needs of business and travellers;
  - At nationally and internationally competitive standards of quality and price.
- C11 Sustained availability of the roading network and passenger transport within Christchurch, and especially in relation to the city centre, which provides for:
  - Personal mobility at levels of service satisfactory to the community and consistent with the Council's objectives for the physical environment;
  - Movement of goods at levels of service consistent with efficient business operations;
  - Promotion of public transport to reduce congestion and pollution.



### Long term transport vision

A City which has a sustainable, safe, convenient and efficient system of roads, cycleways, footways and passenger transport services...

#### so that....

- 1 People are satisfied with the level of service for personal mobility, and they have an appropriate choice of transport mode – by car, bus, cycle or on foot
- 2 Businesses (and therefore the economy) are supported by levels of service for goods movement that are consistent with efficient business operations
- 3 Christchurch is perceived a safe city for road users
- 4 Christchurch is regarded as a cycle friendly city
- 5 More people use passenger transport than they do today – and it keeps growing as a proportion of all trips
- 6 Christchurch is regarded as a pedestrian friendly city – especially for children, the elderly and the disabled
- 7 The streets meet agreed community expectations and they are managed in the most cost effective way
- 8 The City's physical environment is protected and enhanced

*How it will happen*



# Strategic objectives

## Commercial and Industrial Property

- C12 Ensuring development and redevelopment of significant premises, sites or facilities where it is identified as strategically important to the city's economy.
- C13 A regulatory framework providing for a wide range of business location opportunities at least cost, consistent with reasonable standards of health and safety and appropriate environmental controls.



## Long term transport vision

*continued*

### Performance Indicators

- 1.1 Satisfaction level with different modes among representative sample of population.
- 1.2 Comparative economic and community cost of each mode reported as cost/km.
- 1.3 Comparative travel time measured for each mode.
- 2.1 Trend over time for length of travel time on key major access routes at peak and off-peak times.
- 2.2 Satisfaction levels among the business community with the efficiency of the road network.
- 3.1 Perception of safety among a representative sample of residents for each mode by journey type and location.
- 3.2 Collision data trend over time for each mode.
- 4.1 Perceptions of safety among a representative sample of residents, both cyclists and non-cyclists.
- 4.2 Collision data plus measure of 'near-miss' incidents.
- 5.1 Use of public transport per capita.
- 5.2 Proportion of public transport trips to all trips.
- 6.1 Perception of ease of access and of motorist attitude to pedestrians among a representative sample of residents.
- 6.2 Trend for collision data over time.
- 7.1 Satisfaction with street assets among a representative sample of residents.
- 7.2 Overall measure (indices) of standard compared to cost.
- 8.1 Trend measure of transport generated pollution over time.
- 8.2 Satisfaction with protection and enhancement of 'Garden City' image and community value of street space.
- 8.3 Proportion of length of street with trees to total length of street where trees can be planted.

*How it will happen*

## Strategic objectives



# The Council as an Organisation

## Mission Statement of the Christchurch City Council

To provide a system of local government for the community of Christchurch which:

- is responsive to local needs;
- gives strong expression to local identity;
- strikes a balance between democracy, effectiveness, and efficiency;
- is highly accountable for its actions;
- advocates in the interest of the whole community;
- adds value and employment to the City's economy;
- enhances the quality of the City's environment;
- is based on sustainable management principles;
- efficiently delivers high quality services;
- maintains an effective working partnership with central government and the regional unit of local government;

## Te Kaupapa E Whāia E Te Kaunihera O Te Tāone Nui O Ōtautahi

Kia whakaritea tētahi ara mō te kāwanatanga-ā-tāone mō ngā iwi o Ōtautahi

- kia aro atu ki ngā hiahia-ā-rohe
- kia tino whakaataraia nga āhuatanga o te tāone nei
- kia whakaritea te kāwanatanga hōrite kia tika tonu, kia kakama hoki
- kia whakaae ki te hiki pūkai mō ana mahi katoa
- hei māngai mō te nohoanga tāngata whānui
- kia whakanuitia te whai painga o te whakahaerenga moni me ētahi tūranga mahi
- kia whakapai i te tākiwa o te tāone nui
- kia ukaukaina ngā kaupapa o te mahi whakahaere
- kia hoatu ngā ratonga pai rawa atu
- kia mahi ngātahi me te kāwanatanga me te kāwanatanga-ā-rohe hoki
- kia pai te whakahaere o tana umanga, kia tika hoki te aronga ki ana kaimahiyer.



*How it will happen*

# Strategic objectives



## Equal Employment Opportunity Policy

### Policy

The Christchurch City Council is committed to having in place practices within the Council which work towards eliminating all forms of discrimination and which are consistent with the Council's Giving Value • Being Valued Culture Statement. This includes barriers to the recruitment, retention, development and promotion of its employees.

### Objectives

To ensure that:

- for any given position selection decisions will be made on merit, qualifications and work history relating to the position to be filled, irrespective of gender, race, ethnic or national origins, religious or ethical beliefs, disability, marital status, employment status, family status, political opinions, sexual orientation, or age, which are irrelevant to the person's ability to do the job
- all employees have the opportunity to develop to their full potential and are encouraged to do so
- other differences irrelevant to a person's ability to achieve the requirements of a job do not act as a barrier either to or within employment
- there is an ongoing commitment to identify and eliminate discriminatory barriers that cause or perpetuate inequality in the employment of any person or group of persons
- management practices and processes at all levels are consistent with EEO policy
- all communications, publications and material produced by the Council are consistent with EEO policy
- all staff are made aware of the Council's commitment to EEO and understand the principles of EEO
- the Council has a diverse and flexible workforce and is committed to recognising and valuing different skills, talents and perspectives of our employees

EEO is about best practice which is a goal of the Council's Giving Value • Being Valued Culture Statement. A diverse workforce will be able to meet the needs of the Council's diverse customers and communities.

### Elected Member Representation and Decision-making

- D1 Successful Council performance in:
- Advocating the interests of the Christchurch community, especially in its relations with other public sector agencies;
  - Striking a balance in its actions between the interests of democracy, effectiveness and efficiency;
  - Ensuring the effective implementation of its policies.
- D2 A high level of accountability in decision-making reflecting:
- Decisions made by elected member forums where representation is drawn from the community of interest matching that affected by these decisions;
  - Ample opportunity for the views of those affected to be made known prior to decisions being taken;
  - Decisions are made as soon as practical and the reasons for them readily obtainable.
  - Active community participation in the decision-making process.
- D3 Elected members properly equipped for and advised on the decision-making process and the significant implications of recommended decisions including:
- The long term financial implications of both service development and annual budget proposals;
  - The costs and benefits to the wider community and to users of projects and programmes.
  - Positive and adverse effects on people, communities and the natural and physical environment.

### Treaty of Waitangi Principles

- D4 Maintaining a means of consultation mutually acceptable to the Council and tangata whenua which gives effect to the principles of the Treaty of Waitangi that are applied by statute to the policy, procedures and operations of the Council.

### Human Resources

- D5 To be a good employer which is staffed by people with the skills and motivation necessary to achieve high quality service delivery.

*How it will happen*

## Strategic objectives

### Service Delivery Approach and Arrangements

- D6 Acceptable levels of customer satisfaction with the accessibility, quality and range of the Council's service delivery from its service points, on the customer's property and in their communications with the Council.

# The Council as an Organisation

*Continued*

### Financial Management

- D7 A revenue policy which identifies the long term role and fair and efficient mix of all forms of income necessary to fund services provided by the Council.
- D8 Management of financial resources and liabilities so as to:
- Maximise income and minimise expense consistent with a generally conservative approach to risk taking;
  - Facilitate the operation of trading activities;
  - Maximise trading activity returns to the Council and the value of its investment consistent with the purpose in making that investment.
- D9 Accounting procedures which are:
- Consistent with generally accepted accounting practices;
  - Complying in all other respects with external financial reporting requirements;
  - Enable the true cost of the goods and services produced to be accurately determined.

### Corporate Organisation and Support Services

- D10 A corporate structure which:
- Enables the efficient implementation of the Council's decisions and its statutory obligations;
  - Responds innovatively and quickly to legislative change and advances in management practice.
- D11 Internal provision of services:
- Which are cost efficient in their use of resources;
  - Only where unit service costs are, or are likely to become, competitive - at similar levels of quality or reliability - with those obtainable in comparable organisations or from alternative suppliers.

## Seeking community views policy

The Christchurch City Council sees it as important to engage in processes which give it an understanding of views within the community.

Such processes are one of a number of methods of gathering information which may be used to assist the Christchurch City Council with making a decision.

The Christchurch City Council respects all views in conjunction with other sources of information.

The processes will vary with the circumstances and stage of the proposal.

The responsibility for making decisions rests with the Christchurch City Council.

Processes for seeking community views will be managed in accordance with the principles below

The Council will endeavour to seek views by:

Fostering relationships, networks & partnerships as well as consultation on specific issues, so as to be sensitive to changing views

Being honest & open

Being prepared to listen & change our view

Having flexible approaches to seeking community views

Increasing the ability of and making it easy for people to contribute, especially those who would not ordinarily participate

Providing equitable opportunities for stakeholders to participate

Providing the information necessary for informed comment

Being well planned & prepared

Communicating effectively before, during & after seeking views

Being timely & responsive

Giving people sufficient time & notice to contribute

Informing participants of the outcomes of their input

Having clear, transparent processes

The Council will endeavour to seek community views when:

The views of individuals & groups within the community will provide further information valuable to the decision making process

The issue significantly affects existing levels of service

Issues are controversial

Views may be sought from the following people, as applicable:

Individuals & groups, local & metropolitan, who are likely to be affected by the issue; including stakeholders within Council

The 'silent majority'

Opinion leaders

Children, youth and the elderly

**Note: The Council has statutory requirements to consult with the community in a number of contexts. This policy relates to circumstances where it is not legally required that community input be sought. This Policy is not intended by the Council to create any expectation of legal rights in any person or group of persons.**

*How it will happen*