

**Workshop - Council**  
**NOTES ATTACHMENTS**

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**Date:** Tuesday 2 December 2025  
**Time:** 10:00 am  
**Venue:** Camellia Chambers, Level 2, Civic Offices,  
53 Hereford Street, Christchurch

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# Citizen and Customer Services

## Unit Report

October 2024 to September 2025



## Our vision

# Our team making your day

– putting exceptional customer service at the centre of our Council.

## Executive summary

Citizen and Customer Services provide a “first point of contact” Council customer service – We deliver a 24/7 service for phone, email, social, and online interactions, and face to face services at 12 service hub locations.

Citizen and customer insights and intelligence – We also provide the organisation with insights via reports and real time dashboard data, and process improvement support to enhance the citizen experience and organisational service delivery.

In the twelve months from 1 October 2024 to 30 September 2025, we handled 763,182 interactions and achieved our level of service agreements well within our set targets.

This Citizen and Customer Services Unit Report provides an update on the past twelve months and covers:

- Our level of service performance
- Our interactions and engagement
- Feedback we received
- Project updates.

More detailed Citizen and Customer Services project and financial information is available in reports from the Project Management Office and Finance.





## Levels of service performance

### Service delivery

**Target:** Citizen and customer services are maintained 24 hours per day, **at least 99% of the time.**

**Result:** Services were maintained 24 hours

 a day **100%** of the time.

**Target:** Telephone enquiries have an average speed to answer of **no more than 120 seconds.**

**Result:** On average telephone enquiries were answered in **no more than**

 **83 seconds**

**Target:** Email enquiries have an average response time of **no more than 48 hours.**

**Result:** On average email enquiries were responded to in **no more than**

 **27 hours, 20 minutes**

**Target:** 80% of social media enquiries are responded to **within two hours** (after hours).

**Result:** On average social media enquiries were responded to in **within**

 **46 minutes**

### Walk-in service hubs

**Target:** Provide a walk-in service that meets future citizen and customer demand (2.6.1).

**7–13 walk in customer service hubs.**

**Result:** **12** service hubs



### Customer satisfaction

**Target:** At least **85%** of citizens and customers are satisfied or very satisfied by the quality of the service they received at the first point of contact **via walk-in.**

**Result:** **99%** of citizens and customers were satisfied or very satisfied. (2024/25 Resident Survey)



**Target:** At least **85%** of citizens and customers are satisfied or very satisfied by the quality of the service they received at the first point of contact **via phone.**

**Result:** **86%** of citizens and customers were satisfied or very satisfied. (2024/25 Resident Survey)



### Key highlights

We have redesigned our operating model to address misalignment in key roles. These changes were prompted by challenges that limited lead delivery managers' ability to effectively oversee responsibilities and meet service expectations. This was further compounded by large team sizes, which impacted team leaders' capacity to provide effective leadership and support. A realignment was proposed to create manageable team sizes and realign responsibilities and reporting lines. This change has enhanced service delivery, supported workforce development, and ensured manageable workloads.

Workleap is a real time pulse survey we use to monitor the overall engagement of our team. This stands at 7.4 out of 10. Results show that teams continue to demonstrate strong engagement and team spirit, even through a period of significant change. Scores remain steady across key dimensions such as teamwork, recognition, and relationship with managers, reflecting the commitment of both leadership and team members to maintaining a positive culture. Feedback highlights that people value clear communication, supportive leadership, and opportunities for development.

All recommendations from the Datacom independent review were implemented, including independently scheduling email channels and walk-ins at service hubs. This has led to efficiencies, and greater customer service representative satisfaction levels.

Ask Your Teams engagement score result was **71%** for this current year.

Insights

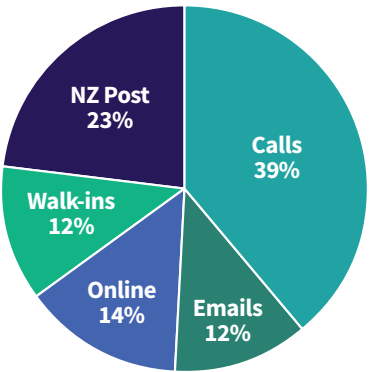
People interact with us for a wide range of reasons. Over the twelve months, there were **763,182** interactions.

The following charts break down how and why people came to us and the feedback they gave us.

Interactions

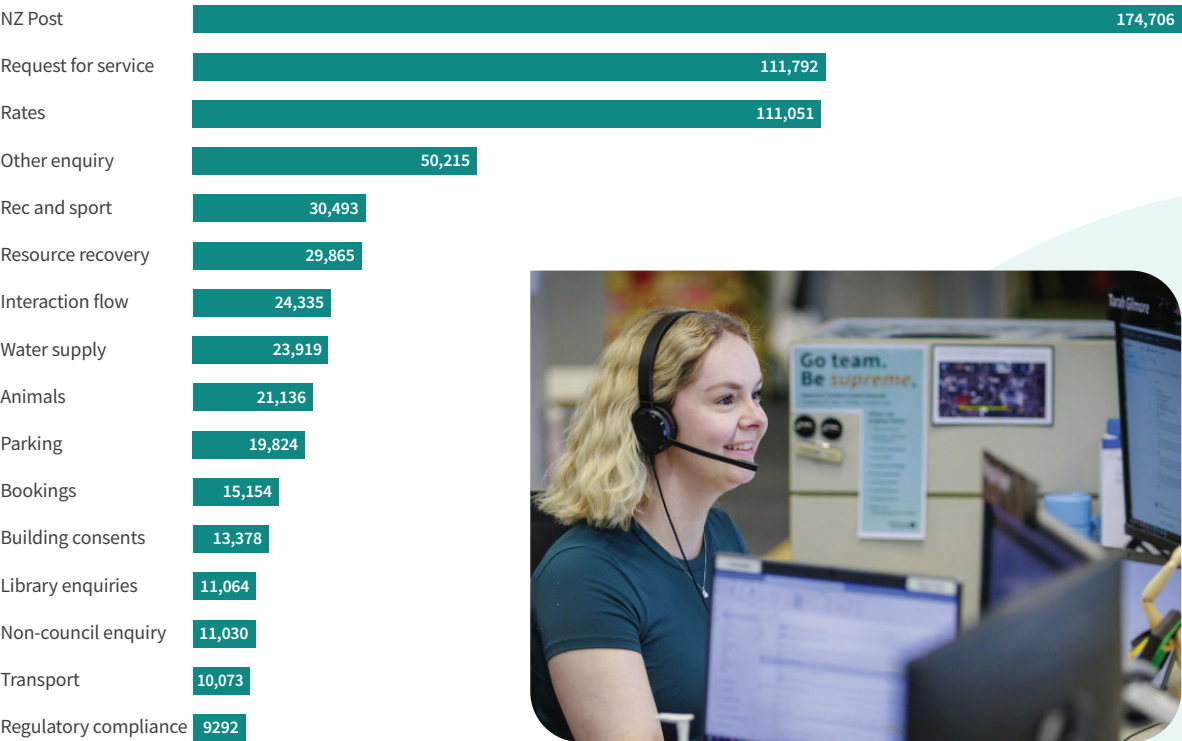
**763,182**  
Total interactions

How customers engaged with us



Engagement

Why customers engaged with us

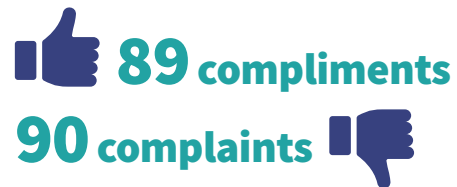


## Feedback

### 2024/25 Resident Survey



October 2024 to September 2025

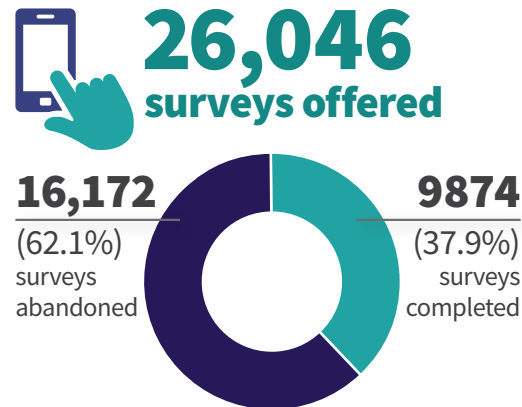


#### CRM national award

In 2024 the team won the Industry Sector Award for Public Services for the 5th year, as well as the gold award in the Supreme Awards category across all industries. We have entered this CRM/CCNNZ Contact Centre awards again in 2025.

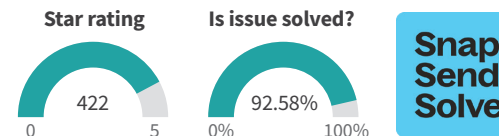
## Post-call survey October 2024 to September 2025

At the end of a service call, customers have the option to complete a survey, where they're asked to rate their experience with our customer services team.



#### Snap Send Solve

Winners of the **Snappers' Choice Award 2025**, ranked ahead of 90 other participating councils across New Zealand, as voted by users of the Snap Send Solve app.



### Average response scores out of 5

How satisfied were you with the service provided by the staff member you spoke to today?



How satisfied were you with the outcome of your phone call to Christchurch City Council today?



How would you rate your overall experience with Christchurch City Council?



#### ALGIM Customer Experience Benchmarking

In the 2024 National Local Government Customer Experience Benchmark survey, Christchurch City Council achieved an impressive overall score of 91%. This placed the council in the fourth quartile (Q4) among all councils in NZ, ranking 2nd out of 80 councils nationwide. Among the 13 surveyed city councils, CCC secured the 1st position.

## Project updates – Customer Service Hubs

### Ōmōkihi South Library and Customer Service Hub, Te Kete Wānanga o wai Mōkihi, in Beckenham

The Ōmōkihi rebuild is on schedule. Cook Brothers' decision to prepare framing onsite using the distribution building has streamlined delivery, helping maintain momentum.

Feedback from our site visits (leaders and managers at this point) have been positive: the design is thoughtful, the layout works well, and the shared workroom has been well received.

Lessons from Matatiki have been carefully considered, and we are optimistic that Ōmōkihi will deliver a more collaborative environment that truly benefits both customers and team members.



### Security and physical safety reviews

**Akaroa Customer Service Hub** is benefiting from a package of physical improvements designed to strengthen both service delivery and team member safety. These include:

- Swipe card access on all customer services doors and the safe room.
- A new two-station counter designed to improve flow and visibility.
- A thicker, sound-proof internal door between Customer Services and the Information Centre
- Fixed duress and lockdown buttons
- New shelving to improve parcel storage.
- Installation of a monitor and live camera feed for safer oversight of the customer service area.

At **Riccarton Customer Service Hub**, security upgrades are well advanced. Lock-down buttons have now been installed, and secure swipe access is in place as required. The final piece of work is the installation of a secure swing door between the counter and public area, which will provide an added layer of safety and security.

Feedback from team members has been positive, with them noting that they feel involved and valued in the process.

At **Shirley Customer Service Hub**, a security review was undertaken with Facilities and the project manager in August. This work is still in discussion stage, with costings and timelines yet to be confirmed.

These investments directly reflect team member feedback and demonstrate Council's commitment to creating safer, better-equipped workspaces.



## Project updates

### Enhanced citizen experience

The Digital Citizen Experience (DCE) project continues to make strong progress towards the delivery of an enhanced MyChristchurch Citizen Experience. Over recent months, the project has focused on two items of foundational work.

The first item involves moving the current MyChristchurch portal onto a new platform. This will future-proof the portal, modernise its user interface, improve its responsiveness, and make it multi-device-friendly. The migration also includes the 'Report it' online forms used to report issues, as well as the 'Pay a bill' functionality. An important step in delivering a secure and intuitive digital experience that is built on future-ready IT infrastructure.

In parallel, the team has been working on a vital new identity model, which underpins the entire DCE delivery. It will ensure the accurate identification of citizens, allowing them to seamlessly interact with various council services, without needing to manage multiple login credentials and user accounts. Instead, citizens will be able to access all council services in one portal via one login, as they are rolled out. This new identity model is currently being implemented and will unlock the next stage of the Digital Citizen Experience delivery - the development of the My Rates self-service module.

For the first release, My Rates will allow individual rate payers or organisations to:

- View rates-related information for all their properties, including their rates account balance,
- View their rates transaction history and invoices, and
- Set up a direct debit facility digitally.

These capabilities will enable easy self service options for our citizens.

### Ō Tātou Wāhi Our Spaces

This new booking system has been available internally since June and went live as a public bookings portal for community indoor and outdoor spaces across Christchurch on 1 October with minimal disruption.

Our citizens and customers now have a way to book online quickly and smoothly from any device whenever is most convenient for them. The Customer Services Team is working with the public to show them this new and enhanced system when they call to book and look forward to 20 of October where we'll start to see promotions across all our public channels.



### Health Safety and Wellbeing

The Unacceptable Behaviour Working Group continues to address increasing accountability of unacceptable behaviour toward frontline staff and elected members at their workplace.

Physical safety – Infrastructure safety and design principles have been created and agreed and site audits completed.

Phase 1 build and roll out is complete for Noggin and the system has been made more user friendly for incident reports. Phase 2 rollout is planned to go live by the end of October.

### Policies and procedures

An opportunity to revise the language has been taken for the Complaints Policy, making this clear and referencing everyday language. A review has been completed and feedback has now been gathered from the working group in preparation for final sign off.

### Lone Worker Policy

A review has been completed and feedback included in preparation for final sign off.

### Trepass procedure

The trespass procedure has been completed and implemented with an overall and coordinated CCC approach.

## Partnerships and collaborations

### Supporting local government elections

All service hubs have played an important role in supporting the local government voting process. Teams have been assisting customers with a range of enquiries, including guidance on how and where to vote, and providing support for special votes. This has been a valuable opportunity to demonstrate the breadth of our service to the community, with team members stepping up to ensure customers felt supported, informed, and confident in participating in the democratic process.



Voting bins were located at each Customer Service Hub.

### Animal Management

Over the past three years, we have worked with Animal Management, making incremental improvements to provide a seamless process for yearly dog registrations. This year over 87% of dog owners had paid online by mid-August.

### Consents

Citizen and Customer Services took part in a project with the Building Consents Team to analyse the current end-to-end customer experience, from the first point of contact, to obtaining a building consent. After several collaborative workshops a list of 95 recommendations were identified. Thirty are completed and 17 are ongoing. The balance was identified as website recommendations and a separate stream was set up to review and implement these. Significant design improvements have been made and draft content updates are currently being reviewed. These are expected to go live by the end of the year, providing a much better customer experience.

### Recreation and Sport

Customer Service data identified that queries on Recreation and Sport facilities opening hours were in the top three reasons of customers contacting us, signifying that the web page information was not being seen. We helped improve this, leading to a reduction of over 53%, in contacts about opening hours.

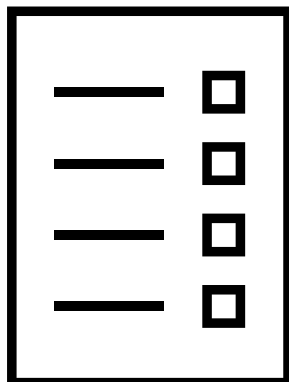
### Snap Send Solve

The Customer Services Operational Process & Insights Team worked with Snap Send Solve on the new duplicates feature rolled out this year. This gives snappers the opportunity to see other reports like theirs, and confirm if it is a duplicate of one already sent. If they confirm it is a duplicate, they are kept informed but we don't get another ticket. This has reduced resource requirements.

# Implications of the *Simplifying Local Government* Proposal

2 December 2025

## Briefing purpose & agenda



### What we will cover:

1. Outline the Government's *Simplifying Local Government* proposal
2. Our response
3. Future Scenarios
4. Where to next



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## Christchurch position summary

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**Christchurch should be ready to lead**, ready to collaborate, and ready to design a future system that works.

We need a future model that **matches our scale, strengthens our strategic role, and improves outcomes** for our ratepayers, residents and communities for decades to come.

# The Proposal

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# What is proposed – in two steps

## The proposal restructures regional governance in two major steps

**Step 1:** Replace Regional Councillors with a Board of Mayors (CTB)

Mayors of all TAs in each region form a Combined Territories Board (CTB) which becomes the governing body for all regional council functions

**Step 2:** Each Region Must Produce a “Regional Reorganisation Plan”

This plan must map regional and local functions, identify overlaps, and recommend the best future arrangements

## Step 1: replace regional councillors with a board of mayors (CTB)

**Mayors of all TAs in each region form a Combined Territories Board (CTB) which becomes the governing body for all regional council functions**

- Managing rivers, lakes, the coastal marine area, and air quality
- Implementing any Treaty settlement commitments
- Managing assets
- Regional transport planning
- Civil defence and emergency management
- Environmental regulation and resource management
- Regional councillors cease to exist.
- Regional council staff and operations continue as normal.



# Allocating voting power on CTB

Two main options for determining how many votes a mayor gets is challenging.

- **One Mayor, One Vote:** Every mayor gets one vote. This is simple but reduces the proportionality of voters. Mayors of small towns representing smaller populations would have the same power as mayors of large cities, allowing a minority of the population to have an outsized influence over the majority.
- **Proportionate:** A mayor's vote is weighted by the population of the city or district they represent. This is the most consistent with the democratic principles but could allow mayors of the largest city to dominate regional decisions.

Christchurch residents make up 60% of Canterbury's population, under **One Mayor, One Vote** the city will have just one vote .

## Step 1: alternative options on the table

### Crown Commissioner on the CTB (Mayors + Government Appointee)

- **Observer Only:** Commissioner participates in discussions, no voting power.
- **Veto Power:** Commissioner can override CTB decisions in the national interest. Mayors still vote normally otherwise.
- **Majority Vote:** Commissioner holds more than 50% of total votes. Mayors share the remaining vote allocation.

### No CTB at All... Full Crown Commissioners

- Government appoints Crown Commissioners to govern the regional council directly.
- **Commissioners replace regional councillors entirely.**
- They lead the region through the development of the Regional Reorganisation Plan.
- **Local elected members (mayors/councils) have no formal role in regional governance** during this period.

## Step 2: each region must produce a “Regional Reorganisation Plan” within two years

**This plan must map regional and local functions, identify overlaps, and recommend the best future arrangements**

- Map all council functions in the region
- Recommend the best delivery model for each across the region (e.g., shared services, joint council-controlled companies, or amalgamations)
- Require mandatory consultation with communities, iwi, hapū, Māori, and stakeholders in the region
- Minister Bishop indicated that it would be led by Christchurch, Selwyn and Waimakariri.

Plans must be consulted on, independently reviewed by the Local Government Commission, and approved by the Minister.

**The plan may retain, dissolve, or repurpose the CTB itself.**

# Our Advice

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# Good opportunity with some flaws

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Christchurch welcomes the Government's intent to simplify local government, improve performance, and reduce duplication across the region...

...But, the model proposed does not provide a credible pathway to meaningful, durable reform.

**It risks weakening rather than strengthening regional governance at a time when Canterbury needs stability, clarity, and long-term direction.**

# The transitional process is not appropriate for Christchurch

**The proposal creates a transitional governance structure that is temporary, weak, and not designed to deliver long-term change. This is unlikely produce the best outcome for our ratepayers.**

- It shifts Christchurch's future into the hands of a mayoral negotiation forum, not a credible decision-making body.
- Under this model, Christchurch becomes dependent on regional politics to determine our long-term governance, rather than shaping our own future.
- The process is likely to result in compromise-driven regional plans rather than bold reform that actually fixes Canterbury's structural issues.
- We should not support being locked into a transition that limits, predetermines, or weakens Christchurch's ability to choose the governance model that is best for our residents and ratepayers.
- Christchurch should assert a process that allows us to lead and to design a system that reflects the scale, complexity, and expectations of a major metropolitan centre.

# What we recommend instead

**Christchurch must shape its own governance future to deliver the best outcomes for Christchurch ratepayers, not have it decided by temporary forums or regional politics**

## **A governance review that is not pre-determined or constrained**

- We recommend a process that allows all credible structural options to be evaluated, including Christchurch unitary or metropolitan models.
- No temporary forum should decide Christchurch's long-term structure by negotiation or political compromise.

## **To lead a process that delivers the best outcome Christchurch ratepayers**

- Christchurch should be able to lead and design its own governance future, not have it shaped indirectly through a transitional body built for coordination, not strategy.
- Our long-term structure must be aligned with what delivers the best outcomes for Christchurch ratepayers, not the preferences of other districts.

## **A process grounded in evidence, not local politics**

- The future system should be designed based on performance, capability, cost, efficiency, accountability, and metropolitan need, not inter-council bargaining.
- Canterbury needs a durable model, not a transitional compromise.

## **A future model that strengthens Christchurch's metropolitan role**

- We need governance that reflects our scale as NZ's second-largest city and the South Island's urban anchor.
- Decisions affecting Christchurch must be made in ways that reflect our population, economic contribution, infrastructure load, and climate risk profile.

## What we recommend instead

- We recommend a governance model that strengthens, not dilutes, the role of the metropolitan centre.
- Christchurch requires a structure and process that is evidence-based, durable, and capable of delivering regional outcomes.
- Christchurch must retain the ability to pursue a Christchurch-led unitary or metropolitan model on its own terms.

**Council should not support arrangements that lock Christchurch ratepayers into uncertain, or temporary governance structures.**

# Scenarios

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## Alternative Options

### Credible End- State Scenarios



#### 1. Christchurch-Led Unitary Model

*Christchurch combines city and regional functions into one authority.*

#### 2. Greater Christchurch City

*A single, metropolitan council replacing the three TAs and the regional council.*

# Scenario 1: Christchurch-led unitary council

**A single authority where Christchurch takes on both city and regional functions, integrating planning, transport, water, and environmental management**

## Opportunities (Pros)

- Strong metropolitan leadership, with Christchurch directing all major planning, regulatory, and environmental functions.
- Integrated decision-making, aligning land use, transport, water, climate, and growth within one authority.
- Direct accountability to Christchurch residents and ratepayers for key services and outcomes.
- Clearer investment priorities, focused on Christchurch's long-term urban needs.
- Stronger strategic partnerships with government due to a single, capable metropolitan voice.

## Considerations (Risks / Challenges)

- Christchurch carries full responsibility for regional regulatory and environmental functions.
- Less regional cost-sharing, requiring careful financial planning.
- Ongoing collaboration needed with Selwyn and Waimakariri on cross-boundary issues.



## Scenario 2: Greater Christchurch city

**A single metropolitan council combining Christchurch, Selwyn, and Waimakariri to govern the entire Greater Christchurch urban area**

### Opportunities (Pros)

- Stronger metropolitan leadership, uniting the fast-growing Greater Christchurch area under one integrated council.
- Clear alignment of planning across the connected urban area where people actually live, work, and travel.
- Eliminates duplication across three closely linked councils whose boundaries no longer reflect metropolitan reality.
- Greater influence on regional and national investment.
- Improved consistency in service levels, regulatory settings, planning frameworks, and development pathways across the wider city region.
- Accelerates delivery of major metropolitan projects through unified leadership.

### Considerations (Risks / Challenges)

- Christchurch's influence is broader but shared.
- Potential cross-subsidisation if regional investment is spread evenly regardless of population or economic contribution.
- Reduced local autonomy as Christchurch becomes one part of a much larger entity.

## We should present a more credible pathway

**Christchurch should lead the governance conversation, not follow it, ensuring the right model for our city and our ratepayers.**

- **Reject the CTB model** as the transitional basis for Canterbury's future governance. It's weak, and not fit for a region anchored by a major metropolitan centre.
- **Assert Christchurch's own governance pathway**, centred on two credible options that deliver real value for our communities and Christchurch ratepayers:
  - Greater Christchurch Metro Super City
  - Christchurch Unitary Council
- **Lead early engagement** with Selwyn and Waimakariri to shape a Greater Christchurch-driven model that reflects how people live, move, and work across the urban area.
- **Engage central government directly** to reset the conversation, present our alternatives, and ensure the reform process remains open to metropolitan and unitary solutions.
- **Advance our own evidence-based work programme**, assessing which governance model offers the strongest outcomes, greatest efficiency, and best long-term value for Christchurch ratepayers.
- **Position Christchurch as the architect** of the region's future governance, not a passenger in a transitional process shaped by parochial politics.

# Te Tiriti Obligations: Legal Foundations and Strategic Direction

## Briefing purpose & agenda

This briefing outlines the legal frameworks for Māori participation, current practice and opportunities with our partners.

### What we will cover:

1. Council's Te Tiriti and legislative obligations (LGA and RMA).
2. How these obligations shape governance, planning, and service delivery.
3. Overview of Māori communities in Ōtautahi and Te Pātaka o Rākaihautu, including mana whenua.
4. Consideration of whether a more deliberate, coordinated strategy is needed.

# Legal Context

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What the Law Requires

# Te Tiriti o Waitangi affirms the partnership between the Crown and Māori

## Te Tiriti o Waitangi affirms the partnership between the Crown and Māori

- I. Article I: **kāwanatanga** (governance),
- II. Article II: **tino rangatiratanga**  
(self-determination), and
- III. Article III: **ōritetanga** (equity).



These principles mandate the Crown to actively protect Māori rights, ensure equitable outcomes, and engage meaningfully with Māori in decision-making.

# Ngāi Tahu Claims Settlement Act

## The Ngāi Tahu Claims Settlement Act

1998 acknowledged past Crown breaches of *Te Tiriti o Waitangi* and recognised Ngāi Tahu rangatiratanga.

- The Act established ongoing mechanisms and rights that influence local government decision-making.
- The Ngāi Tahu Settlement provides a legal and historical basis for partnership.
- Local government has a role in upholding the spirit and intent of that settlement.



# We have statutory duties under the LGA and RMA

## Local Government Act 2002:

**Section 4:** recognises the Crown's Treaty obligations.

**Section 14(1)(d):** councils must act in accordance with Treaty principles.

**Sections 77 and 81:** require councils to consider Māori views and facilitate Māori participation in decision-making.

## Resource Management Act 1991:

**Section 6(e):** recognise and provide for Māori relationships with ancestral lands, water, and wāhi tapu.

**Section 7(a):** have particular regard to kaitiakitanga.

**Section 8:** take into account Treaty principles.

These provisions mandate partnership, participation, and protection with Māori.

- The RMA affirms *mana whenua* role as *kaitiaki*.
- The LGA reflects *tinio rangatiratanga* for all Māori.

The LGA also mandates Council to provide opportunities for Māori to contribute to decision-making processes...

...and consider how it may foster the development of Māori capacity to contribute

# Our Partners

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# The Council's relationship with Māori

## Māori in Ōtautahi Christchurch and Te Pātaka o Rākaihautu

**Mana whenua – Ngā Papatipu Rūnanga:** Those with ancestral whakapapa and kaitiaki responsibilities within the takiwā.

**Ngā Maata Waka:** Māori from other iwi who reside locally but do not whakapapa to Papatipu Rūnanga.

# Mana whenua – Ngā Papatipu Rūnanga

## Ngāi Tahu whānui are tangata whenua of Te Waipounamu

**Te Rūnanga o Ngāi Tahu** (TRONT), established under the *Te Rūnanga o Ngāi Tahu Act 1996*, is the iwi's governing body representing Ngāi Tahu whānui.

TRONT comprises 18 Papatipu Rūnanga, each mandated to uphold mana and kaitiakitanga within their takiwā.

Within Ōtautahi Christchurch and Te Pātaka o Rākaihautu Banks Peninsula, six rūnanga hold mana whenua status:

1. Te Ngāi Tūāhuriri Rūnanga
2. Te Hapū o Ngāti Wheke (Rāpaki)
3. Te Rūnanga o Koukourārata
4. Ōnuku Rūnanga
5. Wairewa Rūnanga
6. Te Taumutu Rūnanga

# Ngā Maata waka - Pan Māori

Māori living in Ōtautahi and Te Pātaka o Rākaihautu who do not whakapapa to local Papatipu Rūnanga.

Many come together through iwi-based or urban Māori groups for support, representation, and cultural connection.

This includes Te Taurahere waka, Māori who whakapapa to iwi outside the takiwā but live permanently in the district.

Council currently engages Ngā Maata Waka mainly through funding to social agencies and Māori service providers.

There is an opportunity to strengthen relationships with established Maata Waka groups and identify additional Pan-Māori stakeholders.

# Navigating Legislative Change and Uncertainty

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## Changes are signalled to be applied to the LGA and RMA

### The Government has indicated potential reform of Treaty-related provisions within the LGA and RMA

- Early signals suggest a shift from ‘recognise and give effect to’ toward ‘have regard to’.
- The precise implications remain unclear, but any change may affect how councils are required to engage with Māori.

However, it's likely that effective partnership with mana whenua and maata waka remains a statutory duty, particularly when it comes decision-making on land, water, and environmental matters.

Council should maintain its current commitments while monitoring legislative national reform.

Changes at the national level do not remove local obligations or relationships.

Stability and continuity are essential to maintain trust and effective engagement.



## What this means for Council decision-making and operations

**Regardless of national reform, the Council can choose to take a more structured and consistent approach to Māori engagement**

- Council can move beyond compliance toward a consistent, strategic, and meaningful approach to Māori relationships.
- A Māori Community Strategy could align internal practice, guide engagement, and future-proof relationships.
- The aim is to ensure stable, transparent, and constructive relationships across both mana whenua and the wider Maata Waka.

A formal **Māori Community Strategy** may provide a clearer framework for enduring priorities, relationships, and outcomes.

## Where to from here?

### Partnership with Māori will continue to be central to Council's work in Ōtautahi Christchurch and Te Pātaka o Rākaihautu

- The immediate focus is on consolidating existing commitments while preparing for legislative uncertainty.
- Over time, Council can strengthen consistency and clarity through a strategic framework.
- This would provides a platform for enduring relationships, regardless of national policy shifts.

*“Mā te mahi tahi, ka ora ai te iwi –  
Through collaboration, the people  
thrive.”*

# Questions

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