

Strategic Planning and Resource Consents

- *Resource Management Applications*
- *Resource Management public advice*
- *Resource Management Monitoring Compliance*
- *Urban Design*
- *Heritage*
- *District Plan*
- *Strategic Transport*
- *Climate Hazard Adaptation Planning*

Council consulted on a proposed Climate Fund that would be ringfenced to support actions originating from the Council's adaptation plans. Rates increase of 0.25% will be introduced in Year Two of the Long Term Plan, and with an additional 0.25% added each year, the rates impact will grow to 2.25% by the end of this Long Term Plan. Council will develop management and governance arrangements, as well as access criteria in advance of the 2025-26 Annual Plan process.

Final Version

- The Long Term Plan 2024-2034, and all its associated documents, including amendments to the draft LTP were adopted by Council on the 27th of June 2024. Approved changes, as appropriate, have been reflected in this Activity Plan.
- Uploaded 26 June 2024

Approvals

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			Signature	Date of sign-off
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1. What this activity delivers

This activity helps shape the future of our city through its strategic and regulatory functions.

Our strategic planning, urban design, transport, and hazard risk screening work impacts many aspects of the Council's activities and has far-reaching implications for our city – how and where it grows, and how people live and move around. It provides the strategic direction for the Council's operational activities and supports Christchurch to become a greener and more liveable city through ensuring that our neighbourhoods and communities are well planned for and can adapt and respond to challenges. In seeking to collaborate openly and comprehensively with impacted communities and Rūnanga on issues such as adapting to impacts of climate change, this activity supports the active participation of our residents in community life, and the development of a collaborative, confident and thriving city.

This activity will also contribute to the delivery of more detailed local area planning, which is required over the coming years. For more detail on the delivery of local area planning see Appendix A.4.1.

Our statutory planning work fulfils our responsibilities for the sustainable management of natural and physical resources under the Resource Management Act and responds to national policy and legislation governing land use and urban development.

The regulatory programme consisting of processing resource consent applications and resource management compliance monitoring is a statutory function required under the Resource Management Act. The processing and monitoring of resource consents contributes to ensuring Christchurch continues to be a thriving and prosperous city. Our work includes pre-application advice, oversight of consent processing, and provision of technical expertise including planning, heritage, and urban design.

Our heritage work, guided by our Heritage Strategy, assists heritage building owners and kaitiaki to conserve and retain the district's heritage for the benefit of all, now and into the future.

We manage contestable grant funds to support retention of heritage places, and to enable community-led placemaking initiatives.

Through our urban design work, we support integrated planning and delivery of the Council's capital programme, to maximise value for our communities and sense of place.

Essential across all our activities is the need to continue to build strong partnerships with mana whenua, recognising our responsibilities under Te Tiriti o Waitangi.

We also support the Greater Christchurch Partnership, where we collaboratively work with our partners to address strategic challenges and opportunities for Greater Christchurch.

This activity includes the following services:

	Services	Contributes to Community outcomes
✓	<p>Resource Management Applications – processing of resource consent applications (notified and non-notified). Includes both land use and subdivision resource consent applications and Notice of Requirements and Outline Plans. Including Development Contributions – undertake development contribution assessments and advice.</p>	<p>A green, liveable city A thriving prosperous city</p>
✓	<p>Resource Management Monitoring Compliance - protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements through monitoring resource consent conditions to ensure compliance and correct implementation.</p>	<p>A green, liveable city A collaborative confident city</p>
✓	<p>Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests.</p>	<p>A collaborative confident city</p>
✓	<p>District Plan – – required to achieve the sustainable management purpose of the Resource Management Act, the preparation and review of provisions to manage the effects of land use and subdivision; including to protect and maintain cultural, heritage and environmental values, and avoid or mitigate natural hazards. Including Spatial Planning – setting the long-term direction of growth and redevelopment of the city and sub-region, through local area planning and guidance for infrastructure network plans.</p>	<p>A green, liveable city A thriving prosperous city A collaborative confident city</p>
✓	<p>Strategic Transport – sets the forward-looking direction of transport in the city to support transport operations, while working with regional and national partners.</p>	<p>A green, liveable city A thriving prosperous city A collaborative confident city</p>
✓	<p>Climate Hazard Adaptation Planning – developing long-term adaptation plans with communities and Rūnanga in low-lying coastal and inland communities that are susceptible to hazards caused by sea level rise: coastal flooding, coastal erosion, and rising groundwater. Including Climate hazard risk screening – integrating climate hazard modelling into the Council’s Risk Explorer to identify the geographic distribution of exposure to risk, and the vulnerability of Council and community assets.</p>	<p>A green, liveable city A collaborative confident city A thriving prosperous city</p>
✓	<p>Heritage– administer heritage grants and provide advice on resource consents and local area planning, as well as holding an annual Heritage Festival.</p>	<p>A cultural powerhouse city A collaborative confident city</p>
✓	<p>Urban design – advice to support high quality development and vibrant public spaces through design review, analysis, grant funding and advocacy.</p>	<p>A green, liveable city A cultural powerhouse city</p>

A snapshot of provision and use for 2022/23:

- ✓ Approximately 3,140 resource consent applications were processed.
- ✓ More than 20,000 public advice enquiries responded to via the duty planner.
- ✓ Grant funding – 55 Heritage Grants this year, allocating over \$550,000 per annum in a typical year.
- ✓ 29 community-led climate projects supported by the Sustainability Fund.
- ✓ More than 250 developments provided urban design advice and over 20 meetings of the Christchurch Urban Design Panel.
- ✓ The development and processing of District Plan Changes including resolution of appeals (four appeals, with three resolved), in relation to short term accommodation (PC4), grouped changes traversing a range of topics (PC5), Homebase extension (PC6), and Proposed Heritage Plan Change (PC13) and proposed Housing and Business Choices (PC14).
- ✓ Contributed to the development of the Greater Christchurch Spatial Plan and Public Transport Futures programme
- ✓ 7 Coastal Panel meetings, 13 face to face meetings and 294 survey responses to community engagement in Lyttelton Harbour. Land Information Memos updated for the 2017 Coastal Hazards Assessment, with a total of 32,700 properties across the district now having a coastal hazards notation.

Who our key customers are: All residents and businesses of Christchurch and the Greater Christchurch area.

Who our key stakeholders are: Mana whenua, Greater Christchurch Partnership, Environment Canterbury, Waimakariri and Selwyn District Councils, Central Government ministries and agencies



Safety remains top priority for respondents. In 2020, 79% of respondents selected safety as an important feature when thinking about where to live. In 2023, 83% of respondents said safety is important.



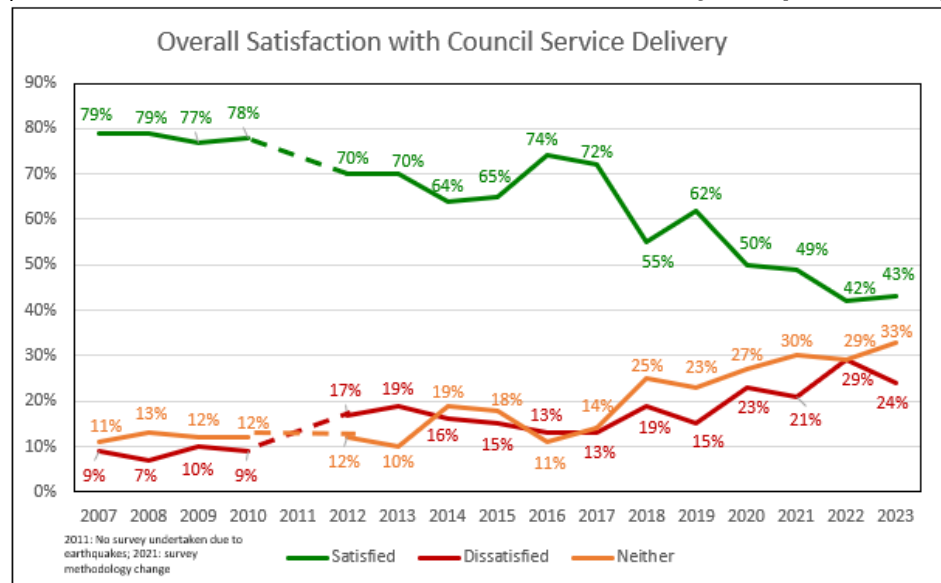
Attractive streetscapes, street trees and gardens are more of a concern for respondents today than in 2020 (57% in 2020, compared to 67% 2023).



Housing intensification and its effects were perceived to be negative by 66% of respondents and positive by 9% (2023).





Source: Life in Christchurch Housing and Neighbourhoods May 2023

The overall satisfaction with Council service delivery is 43 percent









2. Why we deliver this activity

2.1 Community Outcomes: How this activity contributes

Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
 <p>A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	<p>★★★</p>	<ul style="list-style-type: none"> • An inclusive and equitable transport network that provides transport choice and allows people to move around our city safely, strongly supports this outcome. Strategic Transport leads the organisation, through the delivery of transport planning and other policy advice, in providing direction on how this can be achieved. • Coastal hazards adaptation planning (CHAP) is a structured co-creation process with communities and Rūnanga that are or will be affected by sea level rise. This activity builds community awareness of climate impacts and uses inclusive and equitable planning and decision-making processes to prepare communities for climate impacts. Increased resourcing in year two of this LTP will enable adaptation planning to occur at a faster pace, providing communities with certainty of the path forward sooner. Similarly, the establishment in Year two of a Climate Fund that is ringfenced to support climate related actions will provide greater confidence to communities. • The heritage activity leads the organisation in ensuring our heritage is protected and celebrated, making a significant contribution to our personal and community sense of identity and resilience, as well as our social connectedness. • Planning, both spatial planning and statutory processes (Resource Management Act), supports the development of a high-quality urban form and vibrant spaces, which contribute to local identity and sense of place and quality of life. A programme for local area planning will provide opportunities for communities to come together to plan for their own future, encouraging a stronger sense of belonging and identity. • The provision of grant funding for city-making initiatives strengthens connections with place, builds community capacity, and supports local identity and stewardship. • Urban design initiatives foster a strong sense of identity, belonging and safety in our communities.
 <p>A green, liveable city 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</p>	<p>★★★★</p>	<ul style="list-style-type: none"> • The Christchurch District Plan (the District Plan) is the key regulatory planning document for the city, required under the Resource Management Act. It sets out city objectives and policies and rules to managing the effects of land use activities and subdivision. Our planning unit monitors and reviews the District Plan drawing on technical input from a range of disciplines, to ensure it remains fit-for-purpose and responds to national direction and city challenges. • The processing of resource consent applications is a statutory requirement under the Resource Management Act and the mechanism to administer and give effect to the objectives and policies of the District Plan, supporting progress towards this outcome. • The monitoring of resource management compliance ensures that resource consents are implemented correctly, and conditions are appropriately given effect to. • Our transport system plays an integral part in supporting and shaping our city. Strategic transport leads the organisation in developing the forward-looking direction of transport, notably setting direction and actions to ensure our neighbourhoods and communities are accessible and well-connected as well as detailing how the transport system will transition to a low carbon future. • Coastal adaptation planning is essential to ensure our communities, critical infrastructure and the built environment are safer and more resilient to the effects of coastal hazards. Increased resourcing in year two of the LTP will enable adaptation planning to occur at a faster pace and build resilience into our infrastructure sooner. The establishment of a Climate Fund will further support long-term related investment. • Over time risk screening will enable Council to understand the nature, distribution, and implications of climate impacts such as river and coastal flooding, erosion, wind, heat and drought on assets that matter most to us. This information will inform Council and community priorities for adaptation. • Spatial planning leads the organisation in providing the long-term direction to ensure Christchurch grows into a more sustainable, productive, inclusive, resilient, and liveable city. This will be primarily carried out through the local area planning programme. • Urban Design advice for public space and place improvements, such as facilitating active transport modes, supports our communities to be accessible and well connected.
 <p>A cultural powerhouse city 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'</p>	<p>★★</p>	<ul style="list-style-type: none"> • Heritage contributes to social, cultural, educational, and recreational benefits. Heritage attracts visitors to the city and has commercial, economic and sustainability benefits. Continuing to protect and promote our diverse heritage will attract and support new residents and their cultures. • Creative community-led initiatives are supported through our grant funds, enabling communities to contribute and participate in shaping our city.
 <p>A thriving prosperous city 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</p>	<p>★★</p>	<ul style="list-style-type: none"> • A strategic, long-term view of growth is directed through our planning function, which provides certainty to people and businesses and enables investment in the city. • Resource consenting supports high quality development and investment in the city. • Our road network is a significant enabler of economic activity. Our strategic transport planning supports this by directing that our transport network is utilised for the highest value trips. • Developing adaptation pathways and the establishment of a Climate Fund provides a greater level of certainty for businesses about the impacts of climate change.
<p>*Level of contribution – what this means</p> <p>★★★★ This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service</p> <p>★★★ 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</p> <p>★★ This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable</p> <p>★ This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact</p>		

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	★★★	<ul style="list-style-type: none"> Over the last decade there has been an increasing focus on designing and building our streets and neighbourhoods for people. Strategic transport, spatial planning and urban design all play a critical role in achieving this priority. The strategic transport activity leads the organisation in developing the forward-looking direction of transport for the city, developing policy and actions to ensure our neighbourhoods and communities are accessible and well-connected. Planning, including both spatial and statutory planning, sets the strategic direction to ensure that our urban environments are connected and accessible and prioritise the wellbeing of our communities. Building a clearer understanding now of the areas where climate hazards will impact most, enables us to work with those communities and plan for communities and infrastructure to become more resilient to future events.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★	<ul style="list-style-type: none"> Strategic planning has a role in supporting this priority by setting the overall direction of future growth in Christchurch. It provides a framework for community and business initiatives, catalyst projects to drive prosperity and growth, and to guide decision making, investment and action within our city. City-making partnerships and initiatives are supported and receive national and international recognition. Innovative and collaborative approaches to risk screening and adaptation planning have been fostered by our experiences of the Canterbury Earthquakes, making Ōtautahi Christchurch a leader in climate adaptation.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★★★★	<ul style="list-style-type: none"> Adopting a co-creation approach to coastal hazard adaptation planning strengthens community wellbeing and builds social license for adaptation decisions. Citizen science initiatives such as CoastSnap have been developed to engage residents in sea level rise issues across the district, and significant emphasis has been placed on engagement with children given the inter-generational equity issues caused by climate change. Development of a Community Adaptation Toolkit in partnership with community and academics is intended to respond to community needs and concerns about climate change. Local area planning as part of spatial planning will seek to ensure that everyone in Christchurch plays a role in shaping and delivering a better future for the city. Local area planning will foster integrated spatial planning through the alignment of public, private and community partnerships, investments, and initiatives. Planning our transport network requires us to work alongside a range of public and private sector organisations in Christchurch and to test future directions with our communities and residents. Public advice through services such as the urban design panel and pre-application meetings for resource consents allow staff to work with residents early to provide direction and seek desirable outcomes. The monitoring of Resource Management compliance builds trust and confidence in the Council that resource consents are being implemented correctly. It also gives the opportunity for staff to work with residents to ensure they understand the requirements of their resource consents. Supporting the work of the Greater Christchurch Partnership enables strong relationships with our partner Councils.
	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 biodiversity, water bodies and tree canopy.	★★★★★	<ul style="list-style-type: none"> Communities across the city are or will be affected by climate change. Adaptation planning with Rūnanga and communities that will be affected by sea level rise due to coastal flooding, coastal erosion, and rising groundwater will ensure we are prepared for future impacts. An emphasis on natural and nature-based solutions will enable our environment to better adapt to the impacts of sea level rise. Accelerating adaptation and creating a Climate Fund in Year Two of the Long Term Plan directly responds to the Strategic Priority of investing in adaptation. Climate risk screening enables Council to understand the nature, distribution and implications of climate impacts such as river and coastal flooding, erosion, wind, heat and drought on assets that matter most to us. This information will inform Council and community priorities for adaptation. Spatial planning provides the direction of future growth in our city. It considers how we need to adapt and respond to the effects of climate change, including considerations such as where future growth should occur, to avoid economic, environmental cultural, and social effects on our communities. The District Plan has a leading role in directing Council's response to the effects of climate change through the setting of objectives, policies, and rules regarding where development can occur, particularly in areas subject to natural and coastal hazards. On-road transport contributes to 36% of Christchurch's total emissions. Strategic Transport plays a significant role in providing direction on the key challenges and opportunities to decarbonise the transport system to ensure a lower emission future.
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	★★	<ul style="list-style-type: none"> Processing resource consents is a statutory requirement under the RMA. To achieve this priority, we need to ensure we are appropriately resourced to enable resource consents to be processed efficiently, within statutory timeframes. Our activity achieves this priority by ensuring our plan change work programme responds to the issues that are identified by, and are important to, our residents.
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	★★★★★	<ul style="list-style-type: none"> Coastal adaptation planning is driven by the need to work with communities to understand and address the challenges they face today, whilst recognising and responding to the challenges and risks facing future generations of our city. The creation of a Climate Fund in Year Two of this Long Term Plan addresses in part the risk that the costs of climate adaptation fall on future ratepayers, with those ratepayers who have benefited from a higher emissions lifestyle contributing to additional capital investments that will be needed in the future to respond to climate change impacts. In planning for the future growth of the city, we look to the long-term and consider how we accommodate a growing population and the needs of future generations. Local area planning as part of spatial planning will seek to ensure that we plan for the needs of today's residents with the needs of future generations, working directly with communities to understand these needs. Strategic transport plays a critical role in ensuring our transport planning actively balances the needs of today's residents with the needs of future generations. This includes setting the direction for the delivery of a future proof transport network that contributes to safer and healthier and lower carbon emitting communities. It also includes supporting programmes of work such as public transport futures and mass rapid transit, which are initiatives that are seeking to future proof our transport network. Heritage leads the organisation in ensuring our heritage is protected and celebrated. This has an impact that extends across all communities and to future generations. It is critical that our heritage is protected for future generations.

***Levels of contribution - what this means**


- ★★★★★ This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan
- ★★★★ This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only
- ★★★ This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable
- ★★ This activity may provide incidental support for the achievement of this strategic priority – 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

	<p>Key sources of greenhouse gas emissions from Strategic Planning & Resource Consents includes:</p> <ul style="list-style-type: none"> • Emissions generated through staff travel, for example any site visits using fossil fuel-emitting vehicles (these are limited – most travel undertaken using active modes and electric vehicles) • Enabled emissions generated by building/development, including materials and the transportation of materials (steel, concrete, asphalt, plastic, freight) • Enabled emissions generated by the transport network (land transport (petrol and diesel) contributes to 36% of the district’s GHG emissions) 	
	<p>Strategic Planning & Resource Consents taking the following actions to reduce greenhouse gas emissions:</p> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Using electric cars for site visits, travelling by public and active transport where possible. • Remote meetings to reduce need for staff travel. • Facility and established practice for virtual design review panels 	<p>Greenhouse gas emissions by users of Strategic Planning & Resource Consents</p> <ul style="list-style-type: none"> • Strategic Transport is working to align with the Government’s Emissions Reduction Plan transport targets, including reducing total kilometres travelled by the light fleet by 20% by 2035. Our transport planning seeks to reduce emissions and move to a low-carbon future through a suite of measures. • Our spatial planning considers how our urban form can best integrate land use and transport to support mode shift from cars to active and public transport. • Urban design advice, including through design panel reviews, identifies opportunities to deliver more integrated, sustainable outcomes. • Giving effect to Resource Management (Enabling Housing Supply and Other Matters) Amendment Act through a plan change enables a more intensified urban form through enabling greater density.

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

	<p>Key climate risks for the Strategic Planning & Resource Consents activity include:</p> <ul style="list-style-type: none"> • Residential, commercial, and public assets including the transport network exposed to coastal and river flooding, erosion, tsunami, rising ground water etc. • Rainfall and floods: Increased pressure on stormwater system, which impacts the built environment including high density developments, and the natural environment. • Heat, drought, and fire: Increased temperatures will likely result in a need to plan and respond to fire risk/ drought and reduced availability of water as constraints/ costs on intensification in some areas. • Soil erosion and landslides: Implications for suitability of sites for development and intensification. • Increased frequency of severe events may place pressure on the proactive nature of adaptation planning. <p>Other impacts on assets and infrastructure (see the Asset Management Plan for more details).</p>
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Options being considered to reduce the risks to the Strategic Planning & Resource Consents activity and the community posed by those climate risks include:

- Transport planning – access to essential services needs to be prioritised, which will increase community resilience in the event of severe weather events. Our transport planning is considering how we can ensure that people have necessary services within a short commute of where they live.
- The Planning team is undertaking a Coastal Hazards plan change to manage the increased risk of harm to people and property associated with coastal flooding and erosion, tsunami, and rising groundwater. A plan change is also being progressed to update the areas identified at risk of flooding from rivers and rainfall, which will provide for more resilient communities.
- The Coastal hazards adaptation planning programme is working with communities that will be affected by coastal flooding, coastal erosion, and rising groundwater, to understand the options, actions, triggers, and available pathways, and develop community adaptation plans to respond to these risks. From Year Two of this Long Term Plan additional investment will accelerate adaptation planning, and the establishment of a ring-fenced Climate Fund is intended to support related actions.
- Risk screening enables us to understand the nature, distribution and implications of climate impacts and prioritise our work programme accordingly.
- Spatial planning – through an integrated and regenerative approach to planning and investment, we can avoid growth in areas where there is increased harm to people and communities, provide options for communities to relocate if required in the future, and create more resilient urban environments.
- Future changes to the District Plan can address and manage climate change through a risk-based policy and rule framework.
- Consent assessment matters on Banks Peninsula; subdivision consents on Port Hills – these matters help to keep community resilience to climate risks a priority.

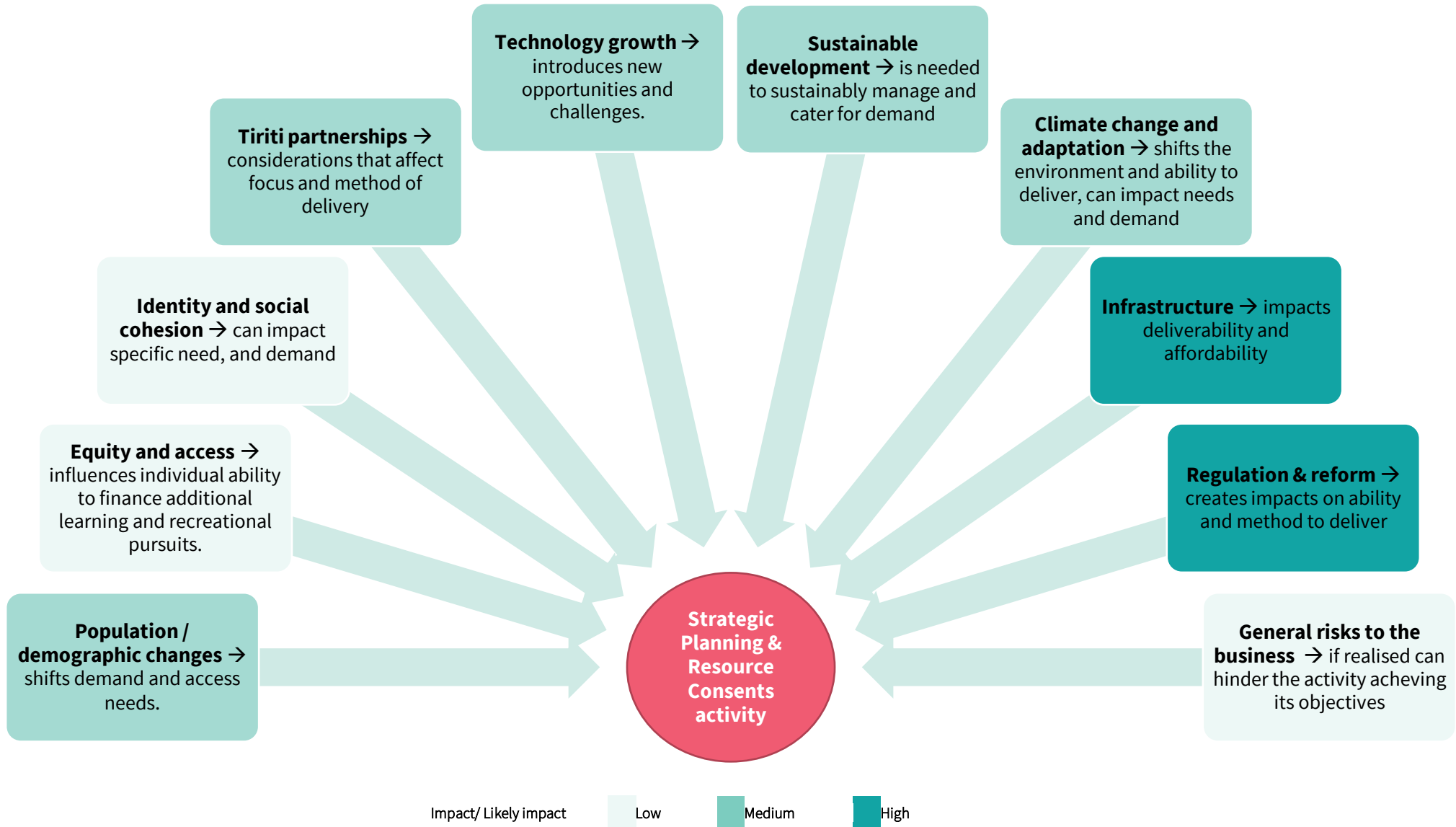
We are guardians of our natural environment and taonga



- In late 2022 the Council publicly released its first Climate Change District Risk Screening, which enables communities to understand the types of climate hazards that will impact them. A Community Adaptation Toolkit will be developed to provide people and communities with information about how to increase the resilience of their property or neighbourhood to these hazards. It will be developed with input from academics and communities and is supported through Better Off funding.
- For this LTP: Additional funding is required to support the delivery of adaptation plans in more communities, faster. Demand for increased adaptation planning capacity comes both from communities and Rūnanga who are increasingly aware of climate risks, and from Council's infrastructure and asset managers who are seeking direction on asset management in hazard-prone areas. It is anticipated that levels of service changes will be required in the future, to ensure that the organisation is adequately responding to the effects of climate change. It is not possible to be specific as to the nature of the changes, but it is likely that national direction will drive some of the changes.

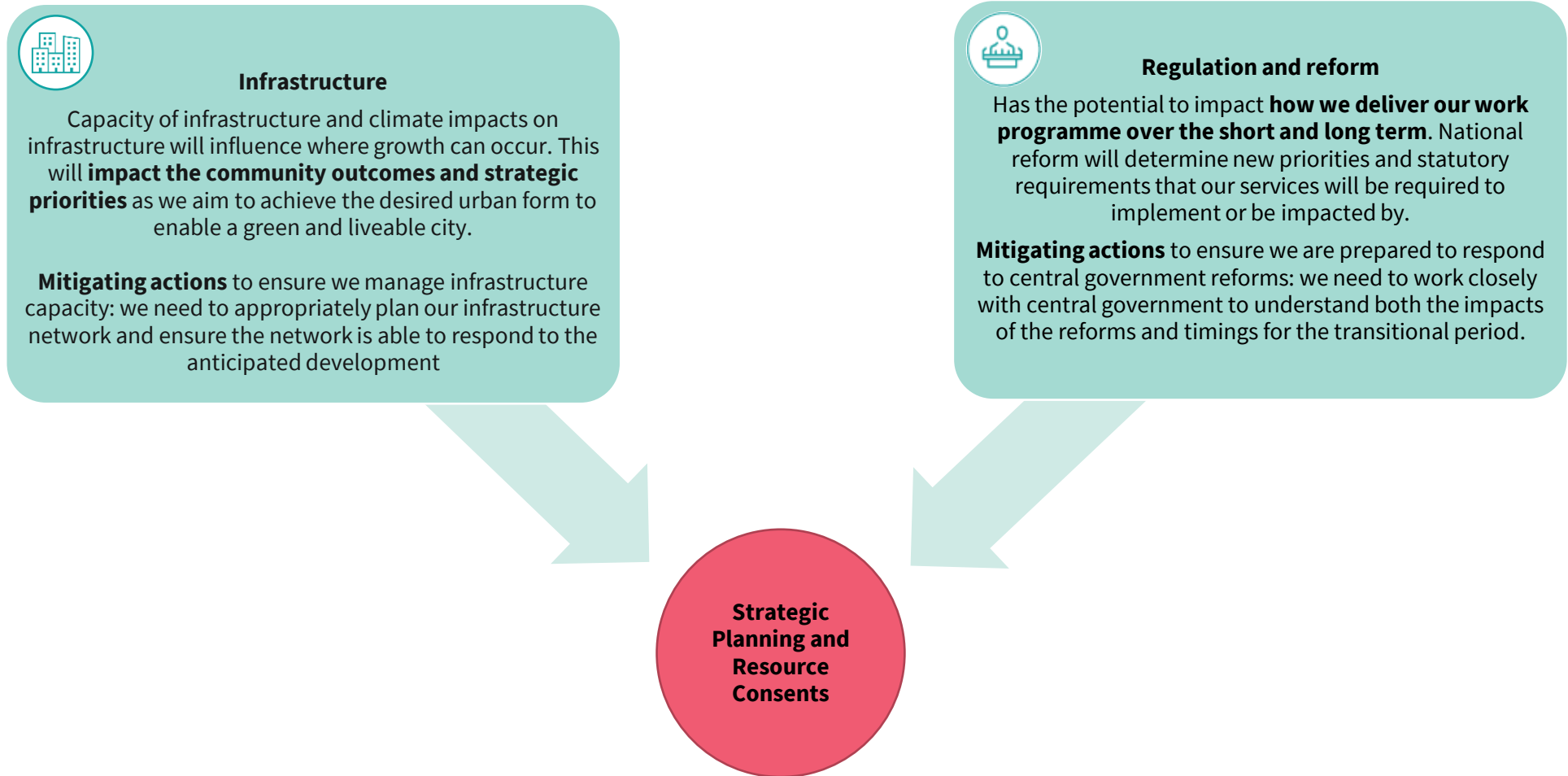
3. How we are planning for future impacts

3.1 Issues impacting current and future activity demand and deliverability



3.2 The high impact issues and mitigations planned

The more prominent topics that affect 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 & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
Resource Management Applications					
Resource management applications are processed in a timely and legally defensible manner	Resource management applications processed within statutory timeframes (9.2.1)	95% within statutory timeframes			
	Ensure resource consent decision-making is robust and legally defensible (9.2.6)	No decisions are overturned by the High Court upon judicial review			
	Customer satisfaction with the resource consenting process (9.2.7)	70%			
Urban Design					
Urban design advice is provided to improve and promote urban design outcomes to support city making partnerships and initiatives, and Resource Management Act processes	Provide urban design advice to support Resource Management Act statutory processes (1.4.3.3)	95% of advice provided within statutory timeframes			

District Plan		
Guidance on where and how the city grows through the District Plan	Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council (9.5.1.1)	In accordance with statutory processes and timeframes
	Process private plan change requests (9.5.4)	The processing of private plan changes complies with statutory processes and timeframes
Climate Hazard Adaptation Planning		
Work with communities and Rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change	Work with communities and Rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change (17.0.23.4)	Undertake adaptation planning in accordance with Council expectations and in alignment with central government guidance
Resource Management Monitoring Compliance		
Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	High-risk Resource Management Act consents are monitored at least once every 3 months (9.0.17)	100%
	Protect the environment and public's health by effectively monitoring the deposition of clean fill sites at least once every three months (9.0.17.1)	100%

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.

7. Financial resources needed

7.1 Resources needed

Strategic Planning and Resource Consents

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										
Resource Management Applications	7,741	7,832	7,997	8,173	8,349	8,521	8,693	8,853	9,025	9,201
Resource Management Public Advice	1,185	1,238	1,272	1,310	1,352	1,396	1,432	1,477	1,512	1,535
Resource Management Monitoring Compliance										
Climate Hazard Adaptation Planning	2,122	3,716	3,795	3,664	3,749	3,832	3,913	3,991	4,071	4,149
Urban Design	1,480	1,512	1,537	1,564	1,591	1,618	1,644	1,669	1,695	1,721
Heritage	7,787	811	829	848	869	888	906	925	944	962
District Plan	3,875	2,486	2,577	2,639	2,703	2,767	2,827	2,888	2,947	3,001
Strategic Transport	1,182	1,219	1,246	1,276	1,307	1,337	1,366	1,396	1,424	1,451
	25,372	18,814	19,253	19,474	19,920	20,358	20,782	21,199	21,619	22,020
Activity Costs by Cost Type										
Direct Operating Costs	11,038	4,066	4,145	4,131	4,219	4,304	4,386	4,467	4,550	4,630
Direct Maintenance Costs										
Staff and Contract Personnel Costs	14,312	14,725	15,084	15,319	15,677	16,029	16,369	16,705	17,042	17,363
Other Activity Costs	23	23	24	24	25	25	26	27	27	28
Overheads, Indirect and Other Costs										
Depreciation	5,307	5,655	5,799	6,032	6,356	6,643	6,861	7,248	7,419	7,457
Debt Servicing and Interest										
Total Activity Cost	30,679	24,469	25,052	25,506	26,276	27,001	27,643	28,447	29,038	29,478
Funded By:										
Fees and Charges	8,570	8,747	8,908	9,108	9,312	9,511	9,706	9,900	10,098	10,290
Grants and Subsidies	372	379	385							
Cost Recoveries										
Other Revenues										
Total Operational Revenue	8,942	9,126	9,292	9,108	9,312	9,511	9,706	9,900	10,098	10,290
Net Cost of Service	21,737	15,343	15,759	16,399	16,964	17,489	17,937	18,546	18,940	19,187
Funding Percentages										
Rates	71%	63%	63%	64%	65%	65%	65%	65%	65%	65%
Fees and Charges	28%	36%	36%	36%	35%	35%	35%	35%	35%	35%
Grants and Subsidies	1%	2%	2%	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 Strategic Planning & Resource Consents Activity predominately through the general rate. This means that most funding comes from the community, mostly on the basis of the community as a whole benefits from the service.

- **Operating expenditure** is largely funded through general rates as the Planning & Consent generally benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** – there is no capital expenditure for this service.

This funding approach is based on applying the following main funding principles to determine the funding policy.

Funding principles considered for operating costs

Consideration for funding method	Result	Implication
User-Pays <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	High	Funded from fees and charges
Exacerbator-Pays <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	High	Funded from fees and charges
Inter-Generational Equity <i>the degree to which benefits can be attributed to future periods</i>	Medium	Funded in the year costs are incurred
Separate Funding? <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	High	Funded from rates

Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	High	Fees & Charges (Medium / High)
Community	Low	General Rates (Low / Medium)

Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
Renewal/replacement	<i>Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.</i>	n/a
Service improvement	<i>Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.</i>	n/a
Growth	<i>Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.</i>	n/a

Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	n/a
Borrowing	n/a
Development Contributions	n/a
Grants and Other	n/a

* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
<p>Spatial planning and plan changes to enable a more intensified urban form may result in a reduction of existing amenity for some in the community.</p>	<p>The Housing and Business Choice plan change (PC14) proposes amendments to the objectives, policies and rules to enable more intensive residential development across relevant residential zones. This change is required to give effect to the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act, specifically the Medium Density Residential Standards, and to implement the National Policy Statement on Urban Development (NPS-UD). The NPS-UD directs higher densities within and around centres particularly the City Centre, along public transport routes and in high demand areas. It provides for the character of areas to change and that this may detract from amenity values appreciated by some but improve amenity values appreciated by others. Where appropriate, and in accordance with the legislation, staff have recommended qualifying matters that restrict or limit intensification in specific areas, but only to the extent necessary to accommodate the qualifying matter. Staff have actively engaged with the community on the plan change, to ensure that they understand proposed changes and what this means for them. The plan change is being considered by an Independent Hearings Panel through a formal hearings process. Further local area planning, including more detailed infrastructure plans, are required to support the city's transition towards a more compact urban form, and where possible offset potential negative effects arising from denser living environments.</p>
<p>While climate change has not been caused by Council, our role in leading the process of adaptation planning will require some challenging decisions that will impact on community wellbeing through impacts on private property.</p>	<p>Council is responsible for its assets, but it is not legally required to protect private property from sea level rise impacts. However, some private properties are in highly vulnerable areas and are exposed to the impacts of possible events as well as possible insurance withdrawal. Therefore, homeowners in hazard-prone areas remain uncertain and anxious about their future.</p>
Economic	
<p>This activity does not expect any significant effects on economic wellbeing of the local community, now or in the future.</p>	
Environmental	

<p>Adaptation planning may result in decisions to increase hard protection in some parts of the district, and this may have negative environmental impacts.</p>	<p>While the Council’s adaptation planning programme prioritises natural and nature-based solutions there is some likelihood of hard defences such as stop banks and bunds being planned to protect important assets at least in the short to medium term. These interventions may have negative impacts on habitat and may restrict the ability of the environment to adapt.</p>
<p>Cultural</p>	
<p>Rūnanga may be disproportionately impacted by sea level rise.</p>	<p>Historic land confiscations have reduced the takiwā of many Rūnanga and some marae, urupā and other taonga are located in remnant lands, which are often marginal coastal strips that are now highly exposed to the impacts of sea level rise. Restrictions on future development in these areas, and current lack of central government direction on Te Tiriti-based redress will have negative impacts on affected Rūnanga.</p>

Appendices

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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					
Resource Management Applications											
Resource management applications are processed in a timely and legally defensible manner	9.2.1	Resource management applications processed within statutory timeframes	95% within statutory timeframes				% of applications processed within the statutory timeframes under the Resource Management Act. Applications lodged and tracked in Council's Connect system	A thriving prosperous city	2023: 79% of non-notified & 80% of notified 2022: 76% of non-notified & 91% of notified 2021: 99% of non-notified & 92% of notified 2020: 99% of non-notified & 100% of notified 2019: 99% of non-notified & 100% of notified	88% of applications were processed within the statutory timeframe nationally for the 2020/21 year (being the latest publicised information)	C
	9.2.6	Ensure resource consent decision-making is robust and legally defensible	No decisions are overturned by the High Court upon judicial review				No decisions are overturned by the High Court upon judicial review	A collaborative confident city A thriving prosperous city	No decisions were overturned in previous financial years		C
	9.2.7	Customer satisfaction with the resource consenting process	70%				The set target is achieved in the annual point of contact annual survey	A collaborative confident city	2023: 71% 2022: 77% 2021: 73% 2020: 69% 2019: 74%		C
Resource Management public advice											
Provide timely and effective resource management public advice	9.2.14	Provide resource management public advice within legislative timeframes, or timeframes as agreed	Advice is available Monday to Friday during business hours				Duty Planner is rostered Monday to Friday during normal working hours	A collaborative confident city	2023: Achieved 2022: Achieved 2021: Achieved (New LOS in 2021)		M
Urban Design											
Urban design advice is provided to improve and promote urban design outcomes to support city making partnerships and initiatives, and resource management act processes	17.0.17.3	Provide advice to improve and promote urban design outcomes	95% compliance for coordination of the Christchurch Urban Design Panel the terms of reference				Monitoring of residential design outcomes utilising established methodology	A green, liveable city	2023: Achieved 2022: Achieved 2021: Not Achieved 2020: Achieved 2019: Achieved	Urban Design Panels operate within New Zealand – including the Auckland Urban Design Panel. Existing grants programmes and funding agreements	M
	17.0.20.6	Provide advice to improve and promote urban design outcomes	Support strategic and spatial planning programmes and capital projects				Sufficient resources are committed to work to ensure urban design outcomes are improved and promoted	A green, liveable city	NEW		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					
	17.0.17.4	City-making partnerships and initiatives are supported	95% compliance with agreed management and administration procedures for city-making grants and partnerships				Head of service review of compliance when approving city-making grants and partnerships	A collaborative confident city	NEW	Previous agreements for grant funding and multi-year partnerships	M
	1.4.3.3	Provide urban design advice to support Resource Management Act statutory processes	95% of advice provided within statutory timeframes				Monitoring of allocation and response	A green, liveable city A collaborative confident city	NEW		C
Heritage											
	1.4.3.1	Provide heritage advice to support Resource Management Act statutory processes	95% of advice provided within statutory timeframes				Monitoring of allocation and response	A thriving prosperous city	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act requirement for heritage listings. Resource consent processing – 10 working days	M
	1.4.4	Hold an Annual Heritage Festival	Festival is held on an annual basis				Annual Heritage Festival Summary report to Council	A cultural powerhouse city	Each year for past 10+ years (excl. immediate post-earthquake years)		M
District Plan											
Guidance on where and how the city grows through the District Plan	9.5.1.1	Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council	In accordance with statutory processes and timeframes				District plan remains current, and Council is actively involved in implementation of the new Resource management system	A green, liveable city	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act obligations. National Policy Statement on Urban Development	C
	9.5.1.3	Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of future changes to the Resource Management system	Work with partners in the development and implementation of the work programme of the GCP	Work with partners in the development and implementation of the work programme of the GCP		Work with partners in the development and implementation of the work programme of the GCP - Provide support to the Regional Planning Committee in preparation of a Regional Spatial Strategy under the Spatial Planning Act	Sufficient resources are committed to work with partners in implementation of the Joint work programme	A collaborative confident city A green, liveable city	2023/24 Greater Christchurch Spatial Plan is adopted. Greater Christchurch Transport Plan is adopted		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					
Level of Service statement (What we will provide)	9.5.1.5	Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of future changes to the Resource Management system		Support the implementation of the Greater Christchurch Joint Work Programme, and lead changes to the District Plan to implement future amendments to the Resource Management system			Sufficient resources are committed to work with partners in implementation of the Joint work programme	A collaborative confident city A green, liveable city	NEW		M
	9.5.1.7	Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework	Updating the HCA and BCA following Plan Change 14 decisions	On-going monitoring and analysis of market information in preparation of the 2026 HCA and BCA	Preparation of the 2026 HCA and BCA, and incorporation into the Greater Christchurch HCA and BCA		Planning and investment support the long-term transport and climate change targets	A green, liveable city	NEW		M
	9.5.1.8	Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework	Undertaking of further housing and business market research to inform 2026 HCA and BCA				Planning and investment support the long-term transport and climate change targets	A green, liveable city	NEW		M
	9.5.4	Process private plan change requests	The processing of private plan changes complies with statutory processes and timeframes				Each plan change is assessed, and actual and reasonable costs are recovered	A thriving prosperous city	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act 1991 requirement	C
	9.5.1.6	Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council	Providing Council an annual update on progress with plan changes				Quarterly report to Council on plan changes work programme	A green, liveable city A thriving prosperous city	NEW		M
	17.0.1.8	Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes	Implementation of ŌCP (2024) process, plans (priority areas), projects and platform (tools and resources)	Implementation of ŌCP (2024) including local area planning at an area or corridor level	Implementation of ŌCP (2024)	Implementation of ŌCP (2024) including local area planning at an area or corridor level	Implementation is developed and monitored by steering group	A green, liveable city A thriving prosperous city	2023-24 Ōtautahi Christchurch Planning Programme, (ŌCP) including local area plan priorities endorsed		M
	Climate Hazard Adaptation Planning										
Work with communities and Rūnanga in low-lying coastal and	17.0.23.4	Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change.	Undertake adaptation planning in accordance with Council expectations and in alignment with central government guidance.				Adaptation planning processes are actively engaging communities and rūnanga.	A green, liveable city A thriving prosperous city	NEW		C

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					
inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change	17.0.23.5	Undertake climate risk screening to provide Council and communities with the best available information to inform investment and planning decisions.	Develop the Risk Explorer tool to support multi-hazard climate risk screening across the district, develop regular internal reporting and engage with communities		Risk screening is occurring in regular cycles and is based on timely and relevant hazard modelling. Community-facing engagement on risks will be enabled	Risk Explorer tool is developed and maintained	A green, liveable city A thriving prosperous city	NEW		M	
Strategic Transport											
Deliver a strategic vision for a safe, accessible, resilient transport system that shapes our city and contributes to a low carbon future	17.0.11.1	Planning & investment supports the long-term transport and climate change targets	Implementation of Ōtautahi Christchurch Transport Plan (ŌCTP) based on current funds		-	Planning and investment support the long-term transport and climate change targets	A green, liveable city	2023-24 Publicly consulted on Ōtautahi Christchurch Transport Plan (ŌCTP) 2021/22 2022/23 Updated Draft prepared		M	
	17.0.11.2	Planning & investment supports the long-term transport and climate change targets	Monitor LTP/capital programme for alignment with ŌCTP			Monitor LTP/capital programme for alignment with ŌCTP	A green, liveable city A thriving prosperous city	NEW		M	
Resource Management Monitoring Compliance											
Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	9.0.17.2	Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring			100%	Resource consents that require monitoring are reviewed and risk rating is assigned. Monitoring activities for high-risk consents are recorded via workflow system	A collaborative confident city	NEW		M	
	9.0.17	High-risk Resource Management Act consents are monitored at least once every 3 months			100%	Pathways report generated monthly to monitor high-risk Resource Management Act Consents	A collaborative confident city	New Measure 2023: 100% 2022: 100% 2021: 100% 2020: 94.8% 2019: 100% 2018: 100%		C	
	9.0.17.1	Protect the environment and public's health by effectively monitoring the deposition of clean fill sites at least once every three months			100%	Register detailing monitoring cycle for each consent is updated with the date the site is monitored	A green, liveable city	2023: 100% 2022: 100% 2020: 94.8% 2019: 100% 2018: 100%		C	

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
9.2.18 (C) 99% of notified resource management applications processed within statutory timeframes Target: 99% within statutory timeframes	Propose to delete level of service target 9.2.18 (notified statutory timeframes) and combine with level of service target 9.2.1 (non-notified statutory timeframes)	The previous LTP had two level of service targets for statutory timeframes, differentiating between non-notified and notified resource management applications. These can be encompassed by one level of service, which combines both non-notified and notified resource management applications	No specific consultation required. Change also noted in the Statement of Service Provision.
9.2.20 (M) Ensure quality and efficiency of process Target: Undertake an annual audit and implement recommendations through an action plan	Propose to delete level of service 9.2.20 given that measuring the quality and efficiency of process can be achieved by level of service 9.2.7	Propose to retain level of service 9.2.7 that measures applicants' satisfaction with resource consent processing. The level of service 9.2.7 target also captures quality and efficiency matters by understanding satisfaction. To remove duplication, recommend deleting level of service 9.2.20	Management measure, no consultation required.

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>9.2.13 (C) Ensure development contribution assessments are accurately calculated Target: Undertake an annual audit and implement recommendations through an action plan</p>	<p>Proposed to delete level of service 9.2.13 as not considered necessary as an LTP level of service.</p>	<p>Not considered necessary to include as LTP level of service. Accuracy of assessments will still be monitored as part of business processes</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
<p>9.5.7.4 (C) Develop a coastal hazard assessment and strategic adaptation framework to guide the development of adaptation pathways with communities who will be exposed to coastal hazards caused by climate change Target: Deliver Community Adaptation Plans for first tranche of communities. Commence engagement with second tranche of communities</p>	<p>Proposed to delete level of service 9.5.7.4</p>	<p>Levels of service related to coastal hazard adaptation planning have been modified. This level of service is obsolete and replaced by new levels of service.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
<p>17.0.1.2, 17.0.1.1, 17.0.19.4, 17.0.23.1, 17.0.23.2, 17.0.23.3 and 17.0.1.9</p>	<p>Moved to an alternative Activity Plan</p>	<p>These levels of service have been moved to the Strategic Policy and Resilience Activity Plan</p>	<p>Consultation not required: LOS retained in the LTP.</p>

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.20.2 (C) Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking</p> <p>Target: Provide annual regeneration programme report/s to Council, that report on:</p> <ul style="list-style-type: none"> • Central City regeneration projects, including a focus on residential development (P8011) • Regeneration projects in priority Suburban Centres • Annual Heritage Festival 	<p>Moved to an alternative Activity Plan</p>	<p>Following organisational change, this function now sits with City Growth & Property Unit</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>17.0.20.3 (M) Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking</p> <p>Target: 100% of capital projects align with Urban Regeneration Capital Programme objectives.</p>	<p>Moved to an alternative Activity Plan</p>	<p>Following organisational change, this function now sits with City Growth & Property Unit</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>17.0.40 (M) Trial technologies and approaches that enhance and stimulate innovation for improved community outcomes</p> <p>Target: 90% of Smart Christchurch projects meet the agreed success criteria defined in project brief.</p>	<p>Moved to an alternative Activity Plan</p>	<p>Following organisational change, this function now sits with Digital unit</p>	<p>Consultation not required: LOS retained in the LTP.</p>

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
17.0.41 (M) Greater Christchurch extracts value from 100 Resilient Cities relationship Target: Deliver the projects as identified in the Greater Christchurch Resilience Plan as resources permit.	Moved to an alternative Activity Plan	These levels of service have been moved to the Strategic Policy and Resilience Activity Plan	Consultation not required: LOS retained in the LTP.
17.0.42 (M) Support the Greater Christchurch Partnership Target: Support priority projects from Greater Christchurch Partnership	Proposed to delete level of service 17.0.42	This level of service has been modified and replaced by a new level of service	Management measure, no consultation required.
1.4.2 (C) Effectively administer all Heritage grants within this Activity	Change from draft to final LTP24: This LOS has since the draft adoption of the LTP 2024 been removed. ---- Measure of success changed from Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability) to Effectively administer all Heritage grants including Heritage Festival grants, Enliven Places, Innovation and Sustainability	Removal of specific heritage grants. The heritage outcomes are provided for under the wider Strengthening Communities Fund and covered by Level of Service 2.3.1.1 (Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future ---- LoS 1.4.2 amended to be less prescriptive on what types of Heritage grants are administered. This will future proof the LoS	No specific consultation required. Change also noted in the Statement of Service Provision.

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
9.0.17 (C) Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements Target: 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	Moved from Regulatory Compliance & Licensing	As part of organisational realignment all RMA Consenting activities have been combined into one Unit	Consultation not required: LOS retained in the LTP.
9.0.17.1 (C) Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements Target: 95% of clean fill sites monitored at least once every 3 months	Moved from Regulatory Compliance & Licensing	As part of organisational realignment all RMA Consenting activities have been combined into one Unit	Consultation not required: LOS retained in the LTP.
1.4.4 (M) Hold an Annual Heritage Festival	Change from draft to Final LTP 24 Target changed <i>from</i> Hold Festival and allocate at least 90% of grant funding, <i>To</i> Festival is held on an annual basis --- Reinstated level of service from past activity plans	Target changed due to the removal of specific heritage grants. The heritage outcomes are provided for under the wider Strengthening Communities Fund and covered by Level of Service 2.3.1.1 (Provide and manage funding for initiatives that facilitate resilient and active communities owning their own future ---- A heritage festival is run annually, which is led and organised by the Heritage unit. The inclusion of this as a level of service is to create an accurate reflection of the work	Management measure, no consultation required.

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
1.4.3.3 (C) Provide urban design advice to support Resource Management Act statutory processes	Separated out heritage and urban design advice (from the original LOS 1.4.3.1: Provide heritage and urban design advice to support resource consent process) to support resource consents process into two level of service	Urban design and heritage are two separate functions – clearer to separate into two level of service	
17.0.17.4 (M) City-making partnerships and initiatives are supported	Moved from Strategic Planning, Future Development and Regeneration 2021-2031 Activity Plan, which had a level of service to ‘Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability)	New level of service required to reflect organisational realignment and delivery of this activity, which in this case relates to urban design	Consultation not required: LOS retained in the LTP.
9.2.14 (M) Provide resource management public advice within legislative timeframes, or timeframes as agreed	Community level of services moved to Management measure	Rationalised Level of Service changes	Management measure, no consultation required.
17.0.20.6 (M) Provide advice to improve and promote urban design outcomes Target: Support strategic and spatial planning programmes and capital projects	This measure has been split from 17.0.17.3	Rationalised Level of Service changes	Consultation not required: LOS retained in the LTP.
9.5.1.5 (M) Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of the new Resource Management system Target: Provide support to the Regional Planning Committee in preparation of a Regional Spatial Strategy under the Spatial Planning Act	This measure has been split from 9.5.1.3	Rationalised Level of Service changes	Consultation not required: LOS retained in the LTP.

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.11.2 (M) Planning & investment supports the long-term transport and climate change targets Target: Monitor LTP/capital programme for alignment with ŌCTP</p>	<p>This measure has been split from 17.0.11.1</p>	<p>Rationalised Level of Service changes</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>9.0.17.2 (M) Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring Target: 100%</p>	<p>New LOS</p>	<p>New LOS to ensure early review and assignment of risk rating to inform effective monitoring as in LOS 9.0.17</p>	<p>Management measure, no consultation required.</p>
<p>Change from draft to final LTP</p> <p>17.0.23.4 (C) Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change. Target: Adaptation planning processes are actively engaging communities and rūnanga.</p>	<p>New LOS from deleted LOS 9.5.7.4</p> <p>Change from draft to final LTP 2024-34 To © Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change. Target: Adaptation planning processes are actively engaging communities and rūnanga.</p> <p>From © Undertake adaptation planning by establishing Coastal Panels, identifying community objectives and Priority Adaptation Locations, drafting and testing adaptation pathways with the wider community and submitting adaptation plans for Council approval. Target: Two adaptation areas per annum for 2024/25 and 2025/26. Two adaptation areas per annum from 2026/27 onwards.</p>	<p>The original LOS was about creating the framework and now it has moved to the implementation phase</p> <p>Rationale for change from draft to final LTP</p> <p>Following submissions on the Long Term Plan and Council direction received through the Long Term Plan workshops accelerating adaptation has been deferred to Year Two of the Long Term Plan. The programme of work for future years for actively engaging communities and rūnanga will be agreed with Council.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.23.5 (M) Undertake climate risk screening to provide Council and communities with the best available information to inform investment and planning decisions.</p> <p>Target: Risk Explorer tool is developed and maintained</p>	<p>New LOS from deleted LOS 9.5.7.4</p> <p>Change from draft to final LTP 2024-34</p> <p>To</p> <p>(M) Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation plans that respond to the current and future impacts of coastal hazards caused by climate change.</p> <p>Target: Develop the Risk Explorer tool to support multi-hazard climate risk screening across the district, develop regular internal reporting and engage with communities</p> <p>From</p> <p>(M) Undertake adaptation planning by establishing Coastal Panels, identifying community objectives and Priority Adaptation Locations, drafting and testing adaptation pathways with the wider community and submitting adaptation plans for Council approval.</p> <p>Target: Develop the Risk Explorer tool to support multi-hazard risk screening across the district, develop regular internal reporting and engage with communities</p>	<p>The original LOS about creating the framework and now it has moved to the implementation phase</p> <p>Rationale for change from draft to final LTP</p> <p>To replace the wording of the Measure which mistakenly repeated the wording of the Climate Hazard Adaptation Planning measure. The change to target wording focuses now of developing and maintaining the Risk Explorer tool.</p>	<p>Management measure, no consultation required.</p>

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.17.3 (M) Provide advice to improve and promote urban design outcomes</p>	<p>This measure has been split into 2, with 1 new Management measure</p>	<p>Rationalised Level of Service changes</p>	<p>Management measure, no consultation required.</p>
<p>9.5.1.3 (M) Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of the new Resource Management system</p>	<p>This measure has been split into 2, with 1 new Management measure</p>	<p>Rationalised Level of Service changes</p>	<p>Management measure, no consultation required.</p>

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
17.0.11.1 (M) Planning & investment supports the long-term transport and climate change targets	This measure has been split into 2, with 1 new Management measure	Rationalised Level of Service changes	Management measure, no consultation required.
9.5.1.1 (C) Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council	This measure has been amended for clarity as part of the rationalised level of service changes	Rationalised Level of Service changes	No specific consultation required. Change also noted in the Statement of Service Provision.
9.2.1 (C) 95% of resource management applications processed within statutory timeframes.	The proposed LoS target is a decrease in the percentage of applications processed within the statutory timeframes from 99% in 2021-2031 LTP to 95%	In 2022/2023 79% of applications were processed within the statutory timeframe. The proposed decrease to 95% is to provide a target that reflects staff resourcing and the importance placed on processing consents more accurately. For example, where applications are placed on hold to work through outstanding matters that need to be resolved).	No specific consultation required. Change also noted in the Statement of Service Provision.
9.5.1.1 (C) Guidance on where and how the city grows through the District Plan.	<p>Measure of success changed from Guidance on where and how the city grows through the District Plan, to Prepare plan changes to the District Plan to address issues and to implement national and regional direction, identified as a high priority by Council.</p> <p>Target changed <i>from</i> Maintain operative District Plan, including monitoring outcomes to inform changes, and giving effect to national and regional policy statements, <i>to</i> In accordance with statutory processes and timeframes.</p>		No specific consultation required. Change also noted in the Statement of Service Provision.

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
9.5.4 (C) Process private plan change requests	The future implementation target has been reworded to remove the reference to '100%'. The proposed future implementation targets state that 'the processing of private plan changes complies with statutory processes and timeframes.	The proposed rewording makes the target clearer and still ensures that the Council is meeting its statutory obligations to process private plan changes within the statutory processes and timeframes. The implication is that statutory process and timeframes are completed 100% of the time.	No specific consultation required. Change also noted in the Statement of Service Provision.
17.0.1.8 (M) Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes.	<p>The LoS has been amended to reflect the direction of the spatial planning work programme more accurately.</p> <p>The future implementation targets have been amended to reflect updated timeframes for spatial planning.</p> <p>This was changed from a Community level of service to a Management measure.</p>	<p>Both the LoS and future implementation targets have been amended to reflect the direction of the work programme more accurately.</p> <p>This measure is more an indicator of success and performance than something that is being delivered to the community.</p>	Management measure, no consultation required.
9.5.1.3 (M) Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme	The LoS has been amended to reflect how the Council intends to work with its sub-regional and regional partners going forward, referencing the upcoming Joint Work Programme.	Both the LoS and future implementation targets have been amended to reflect the direction of the work programme more accurately.	Management measure, no consultation required.
17.0.11.1 (M) Deliver a strategic vision for a safe, accessible, resilient transport system that shapes our city and contributes to a low carbon future	Future implementation targets have been amended to reflect the work programme more accurately.	The future implementation targets have been amended to align with the work programme timeframes.	Management measure, no consultation required.

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
9.0.17 (C) Resource Management Monitoring Compliance activities comply with legislative requirements	<p>LoS has been amended to remove reference to protecting the health and safety of the community.</p> <p>The Year 1 future implementation target has been amended from 'high-risk' consents being monitored, to 100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring.</p>	<p>The reference to 'protect the health and safety of the community' is not part of Resource Management Monitoring Compliance and has therefore been removed.</p> <p>The inclusion of all Resource Management Consents in the Year 1 future implementation target ensures that there is a requirement to review and triage all consents.</p>	No specific consultation required. Change also noted in the Statement of Service Provision.
9.0.17.1 (C) Protect the environment and public's health by effectively monitoring the deposition of clean fill in accordance with legislative requirements	Future implementation target increasing from 95% to 100% of clean fill sites monitored at least once every 3 months.	To ensure LoS 9.0.17.1 can be achieved the target needs to aim for monitoring of 100% of clean fill sites.	No specific consultation required. Change also noted in the Statement of Service Provision.
1.4.3.1 (M) Provide heritage advice to support resource consent process	<p>LoS amended to remove reference to urban design</p> <p>This has changed from a community level of service to a Management measure</p>	<p>LoS 17.0.17 captures the urban design LoS and there is therefore no requirement for urban design to be referenced in LoS 1.4.3.1</p> <p>This measure is more an indicator of success and performance than something that is being delivered to the community</p>	Management measure, no consultation required.

A.4: Proposed changes to Service Delivery

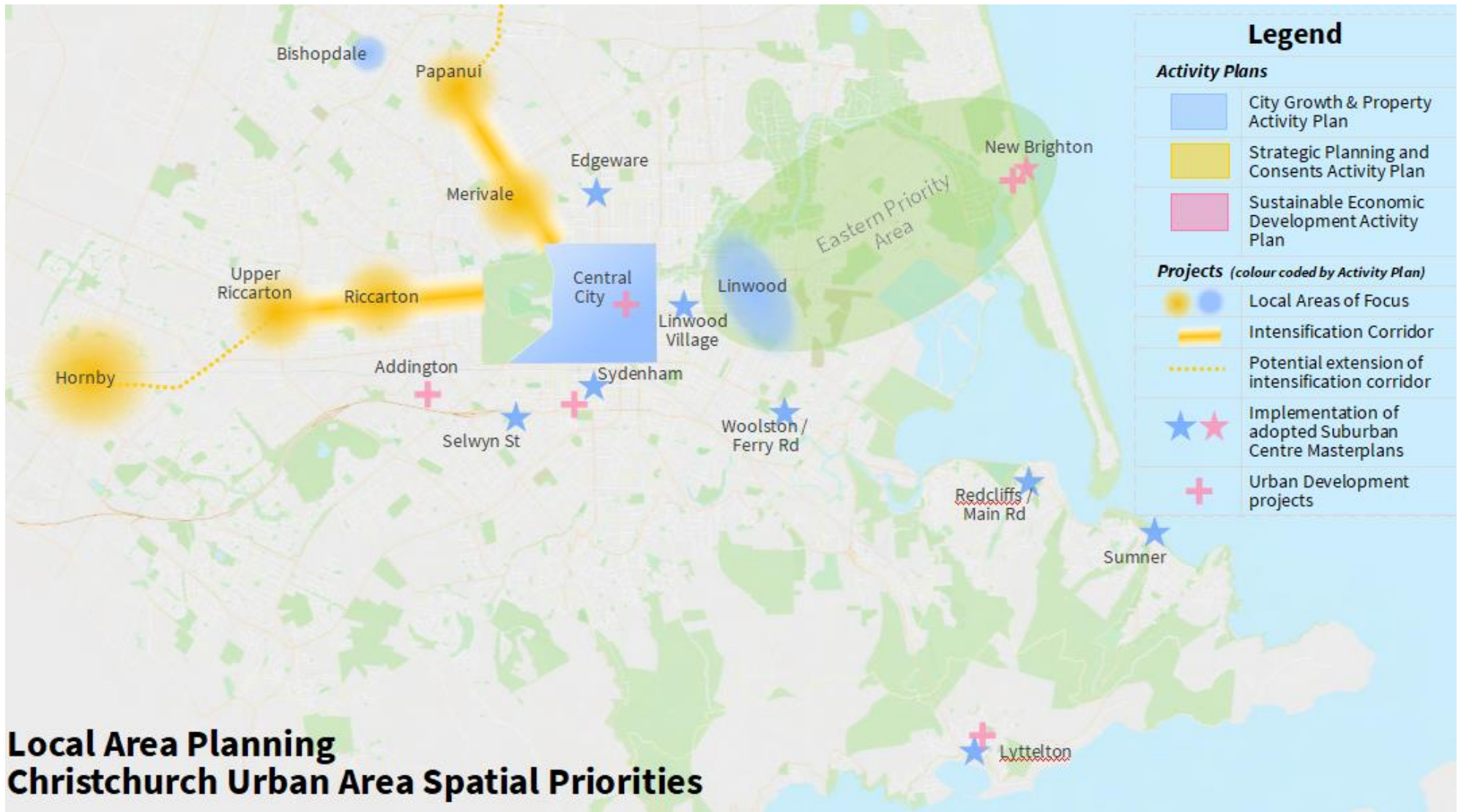
A.4.1 Local Area Planning Christchurch Urban Area Spatial Priorities

Spatial planning at the sub-regional and district level has identified a number of priority locations where more detailed local area planning is required over coming years. This more localised work will occur at a variety of scales and will reflect a range of different drivers.

Each of the following activity plans will take responsibility for locations and projects that represent the best fit with the scope of their core service; these are illustrated on the adjacent map.

- **Strategic Planning and Consents Activity Plan:** corridor planning and larger areas/multiple suburbs.
- **City Growth and Property Activity Plan:** neighbourhood planning and site-focused placemaking, where a revitalisation focus is required.
- **Sustainable Economic Development Activity Plan:** specific development sites where a sustainable economic development focus is required.

The map is indicative, and a variety of activities, services and organisations will be involved in specific projects across these and other parts of the city. In addition, skillsets from across a number of Activities and partnerships with a number of agencies (e.g. Waka Kotahi, Kāinga Ora) will be required to support the planning and delivery processes in each of these locations.



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

Information for future impacts was collated in preparation of the draft LTP 2024-34 to inform Councillor decisions and community consultation. This section was not updated for final LTP adoption.

B.1. Changing customer needs

Population / demographic changes (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth	389,000 in 2023	<ul style="list-style-type: none"> Projected population in 2048 is 447,800. 	<ul style="list-style-type: none"> Resource consents and resource management monitoring will need to be adequately staffed to deal with the projected growth and the likely uptake in resource consent numbers. If population growth does not occur as projected, then our strategic planning could be no longer fit for purpose. 	<ul style="list-style-type: none"> Monitor growth trends and resource consent numbers to ensure that the unit is adequately staffed to respond to any increase in demand due to population growth. Monitor growth trends to ensure our strategic documents are fit-for-purpose and can be adapted as necessary. Spatial planning is underway to prepare our city and individual areas for growth

<p>Shifts within city (e.g., growing communities, possible future managed retreat)</p>	<p>Communities in low-lying and coastal areas exposed to flooding and rising groundwater.</p> <p>Communities are increasingly required to live within denser living environments with increasing demands on infrastructure and improvements to urban amenity.</p>	<ul style="list-style-type: none"> • Some of these communities may in the future be required to shift. This will be determined by national direction and our local coastal adaptation planning. • Investment is required to offset the effects of denser living and to attract growth into specific areas well-served by services and infrastructure, in particular public transport. 	<ul style="list-style-type: none"> • This will impact where we plan for future growth, such as District Plan rules, spatial planning etc. 	<ul style="list-style-type: none"> • Adaptation planning is already occurring with some affected communities, but this will be impacted by future legislation on managed retreat. • LTP bid for additional funding and resourcing to support the delivery of the coastal adaptation work programme. • Coastal hazards plan change will provide rules for future development • LTP bid for additional funding and resourcing to support the delivery of the Ōtautahi Christchurch planning programme (specifically for local area plans).
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Equity and access (No impact)

This Activity has identified no possible equity and access issues impacting the Activity.

Identity and social cohesion (No impact)

This Activity has identified no possible identity and social cohesion issues impacting the Activity.

B.2. Tiriti Partnerships (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Ensuring we have a strong working relationship with mana whenua	Building a relationship with our treaty partners		<ul style="list-style-type: none"> Potential delay to the delivery of work if unable to engage and work in partnership with mana whenua. 	<ul style="list-style-type: none"> Continuing to actively build effective relationships with our treaty partners.

B.3. Technological growth (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	Changes in technology are impacting the way people interact with land transport systems	<ul style="list-style-type: none"> Technological developments will continue to occur in the transportation sector, which will see the way people interact with land transport systems constantly evolve and change. 	<ul style="list-style-type: none"> Transport planning has the potential to become outdated, and will be less effective, if it does not keep up with the changes in technology in the transport system. 	<ul style="list-style-type: none"> We will monitor broader technological developments in a rapidly evolving transport sector and the role they could play for our city.

B.4. Resilience and environmental considerations

Climate change & adaptation (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increased community expectations of information and engagement	The community expects a robust level of information and engagement regarding our response to the impacts of climate change	<ul style="list-style-type: none"> As climate impacts become more apparent, there is likely to be an increasing expectation on the Council to communicate and engage with communities that are affected. 	<ul style="list-style-type: none"> There will be increasing resourcing pressures on our coastal hazard adaptation planning programme, and potentially on our resource consenting teams as they deal with changing national direction relating to climate impacts, which may result in an increase in the number of consents or more complex consent applications. 	<ul style="list-style-type: none"> Increased funding for coastal hazards adaptation planning from year 2 of this LTP. Ensure staff are kept up to date on any legislation changes and provide appropriate support and training to staff as required.

Sustainable development (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions (per table above)	54% of our emissions come from transport, including 36% from land transportation.	<ul style="list-style-type: none"> Council set the target of achieving net zero greenhouse emissions by 2045 (with separate targets for methane), and to halve our emissions by 2030, from 2016-17 levels. 	<ul style="list-style-type: none"> Impact on planning and delivery of transport services across the transport network to ensure initiatives support decarbonising our transport system. 	<ul style="list-style-type: none"> Decarbonising transport system through our transport planning Prioritise transport planning with the allocation of extra consultancy budget to cover technical work needed Planning for a more sustainable urban form through encouraging a more compact and intensified urban form.
Natural hazards	Natural hazards that may affect Christchurch and Banks Peninsula includes floods, effects from climate change, earthquakes and tsunami risks.	<ul style="list-style-type: none"> The effects of climate change will have a range of implications including more extreme weather events, sea level rise, fires and flooding in the future. 	<ul style="list-style-type: none"> More extreme natural hazard events as a result of climate change will impact on how we will need to prioritise our work programme to ensure that Council strategy and regulatory planning remains fit-for-purpose to respond to the changing natural environment. 	<ul style="list-style-type: none"> Through spatial planning continue to investigate the effects and potential options for improving resilience to natural hazards and effects of climate change Through CHAP work programme continue to work with communities to identify and establish inclusive and equitable planning and decision-making processes regarding adaptation.

B.5. Infrastructure (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Resilience to impacts of climate change	Build understanding of climate impacts on public infrastructure through adaptation planning.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> National direction may impact on how we plan for climate impacts on public infrastructure. 	<ul style="list-style-type: none"> Staff are closely aligned with Ministry for the Environment to understand both the impacts of the reforms and timings.
Planning and investing for growth	Planning for growth by setting the strategic direction on future urban form.	<ul style="list-style-type: none"> Planning for growth will support Christchurch to become a green and liveable city through ensuring that our neighbourhoods and communities are well planned for and can adapt and respond to challenges. 	<ul style="list-style-type: none"> Infrastructure capacity may impact where future growth can occur and if the desired urban form. 	<ul style="list-style-type: none"> Staff work closely to ensure infrastructure maintenance and upgrades supports future growth, particularly in existing urban areas.

B.6. Regulations & reform (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
<p>Reforming the Resource Management System</p>	<p>The Government has announced a three phased approach to reforming the Resource Management System.</p> <p>Phase 1 – Repeal the Natural and Built Environment Act</p> <p>Phase 2 – Fast track and targeted amendments to the RMA and National Direction</p> <p>Phase 3 – Replacement of the current RMA</p>	<ul style="list-style-type: none"> • Phase 1 has been completed. • Phase 2 is anticipated by end of 2024. • Phase 3, which is the replacement of the current RMA, is expected to be introduced in 2025. 	<ul style="list-style-type: none"> • In the short term, the reforms will likely have minimal impact on how the plan-change work programme is delivered. This will however be dependent on the nature of the targeted amendments introduced at the end of 2024. In the longer term, we do not yet fully know what the impacts will be and how it will impact Council delivery of its spatial and statutory planning services. • In the short term there will be minimal impacts to how we deliver resource consents and undertake compliance, monitoring and enforcement. In the longer-term we do not yet fully know what, if any, impacts on the resource consent services will be. 	<ul style="list-style-type: none"> • Staff are closely aligned with Ministry for the Environment to understand both the impacts of the reforms and timings. • Staff work closely with elected members to determine the plan change prioritisation in the short-term.

<p>Developing the adaptation framework</p>	<p>Work is underway to develop a fair and enduring adaptation framework for Aotearoa New Zealand. The intent is that this will strengthen how New Zealand prepares for the effects of climate change.</p>	<ul style="list-style-type: none"> • The inquiry has been referred to the Finance and Expenditure Committee, with the inquiry to commence early May 2024 and deliver a final report to the House by September 2024. • Timeframes for any legislative changes are unknown at this stage. 	<ul style="list-style-type: none"> • In the short term, the reforms will likely have minimal impact on how the coastal hazard planning programme is delivered. In the longer term, we do not yet fully know what the impacts will be or if any legislation changes will occur. It is likely that any legislative changes could impact the CHAP work programme in future years. 	<ul style="list-style-type: none"> • Staff are closely aligned with Ministry for the Environment to understand both the impacts of the reforms and timings.
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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
<ul style="list-style-type: none"> N/A 	<p>Regulation and reforms If reforms from central government occur, such as ‘Reforming the Resource Management System’, then this will have impacts on our activity and require staff to respond to ensure alignment with government direction.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Additional resource and funding to implement new national direction. Work programmes will need to respond to align with national direction. This is a particular risk for the CHAP work programme, which will need to respond to any new statutory requirements. 	Minor	Highly likely	Medium	<ul style="list-style-type: none"> Staff are closely aligned with central government to understand the impacts of the reforms and timings. 	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> N/A 	<p>Recruitment and retention of skilled staff</p> <p>If Council and the activity have a high level of staff turnover, then there are less skilled and experienced staff to deliver the activities.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Staff wellbeing is negatively impacted from workload changes Level of service achievement is impacted Increased cost of external resourcing (contractors) to achieve schedule requirements Shortage of planners will mean a competitive recruitment market, making it difficult to attract new skilled staff. 	Moderate	Likely	Medium	<ul style="list-style-type: none"> Increased staff wellbeing programmes. Work with staff on personal development opportunities including internal secondments. Use exit interviews to identify opportunities for improvement. Development of leadership opportunities and training. 	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> N/A 	<p>Staff wellbeing If teams have high demand work programmes that involve high workloads, out of hours work and high levels of engagement with the public, then this could place additional pressures on staff and their wellbeing</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Staff burnout due to high work volumes Staff wellbeing negatively impacted from amount of work required 'out of hours' (i.e., community engagement on weekends and evenings) Dependent on public response, engagement with the public can impact negatively on staff 	Minor	Likely	Medium	<ul style="list-style-type: none"> Ensure teams are appropriately resourced to respond to the required work programmes. Increased staff wellbeing programmes. Increased resources and training to support staff undertaking public engagement. 	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> N/A 	<p>Providing quality advice If advice is not clear, consistent, and robust then making quality decisions is challenging.</p> <p>There is risk of:</p> <ul style="list-style-type: none"> Inconsistent decision making because of poor-quality advice. Legal challenge if advice is not legally robust, resulting in potential costs to the organisation. Reputational risks for the organisation if the standard of advice to decision makers is not adequate. 	Minor	Likely	Medium	<ul style="list-style-type: none"> Ensure staff have relevant training to support them in providing quality advice to decision makers. Internal processes of review to ensure consistent quality decision making before reports are signed off. Regular external review process to ensure the quality of reports across the organisation. Funding for consultancy is available, where it is necessary to ensure a robust evidence base is provided to decision makers to inform their decisions. E.g., future transport space. 	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> N/A 	<p>Delivering on our statutory timeframes If teams are not adequately resourced, then delivering work within required statutory timeframes is challenging. In terms of resource consents, this also results in statutory discounts to fees, reducing revenue generated.</p> <p>There is risk of:</p> <ul style="list-style-type: none"> Council not meeting required statutory timeframes. Statutory discounts to resource consent fees, reducing additional revenue generated. High pressure workloads resulting in staff burnout. Reputational risk to the organisation if timeframes aren't met. 	Moderate	Likely	Medium	<ul style="list-style-type: none"> Ensure teams are appropriately resourced to respond to relevant workloads. Use of external consultants to manage peaks in work volume to reduce pressures on staff if necessary. Prioritise staff wellbeing to ensure that staff are well supported. 	Low