

**Draft Long Term Plan 2021-31**  
**Activity Plan**  
**Resource Consenting**  
**Proposed for adoption**

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	GM Consenting & Compliance	Leonie Rae		05/02/2021
Finance Business Partner	Finance Business Partner	Nick Dean		03/02/2021
Activity Manager	Head of Resource Consents	John Higgins		03/02/2021

## Authors and Advisors to this Activity Plan

Group	Business Unit	Position	Name
Consenting & Compliance	Resource Consents	Head of Resource Consents	John Higgins

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## 1. What does this activity deliver?

This activity delivers the following services:

Services delivered	Approximate numbers from 2019/20 year
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.	2,364 non-notified applications were processed. 24 notified applications were processed.
Appeals of resource consents including judicial reviews and formal objections.	5 appeals or judicial reviews were received.
Providing expert resource management advice to other Council units such as building consents, compliance and enforcement and legislative and policy change.	In excess of 5,000 enquiries responded to.
Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests.	In excess of 20,000 enquiries responded to.
Development contribution assessments and advice.	5,894 assessments completed.

## 2. Community Outcomes – why do we deliver this activity?

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
<b>Primary Outcome</b>	Vibrant and thriving city centre  Sufficient supply of, and access to, a range of housing	The processing of resource consent applications is a function of administering the Christchurch District Plan under the terms of the Resource Management Act. The main purpose of the activity is to ensure the objectives sought by the Christchurch District Plan (CDP) are achieved. The CDP is the key planning document for the city which sets out how the city grows, where certain activities can and can't occur, levels of amenity sought for citizens, safe transportation routes, resilience against natural hazards, etc. In giving effect to the objectives of the District Plan, this Activity supports our progress towards outcomes such as a vibrant city centre, supply of housing, being a great place for people, business and investment, and ensuring our communities are safe and healthy.
<b>Secondary Outcome 1</b>	Great place for people, business and investment	
<b>Secondary Outcome 2</b>	Safe and healthy communities	

Note the performance measures and targets used to measure the difference the activity makes for the community outcomes is in the Level of Service table in Section 5.

### 3. Strategic Priorities – how does this activity support progress on our priorities ?

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Strategic Priorities	Activity Responses
<b>Enabling active and connected communities to own their future</b>	In managing this Activity, we aim to give citizens and customers clear advice and good guidance, and we use their feedback to improve our systems.
<b>Meeting the challenge of climate change through every means available</b>	The District Plan's is a key document for managing the effects of climate change such as flooding, sea level rise and coastal hazards. Resource consents are needed where minimum floor levels are not being met or buildings are proposed in an area which is modelled to be affected in time by flooding or sea level rise.
<b>Accelerating the momentum the city needs</b>	This Activity is critical to land and building development in the city. We offer pre application design and planning advice and we follow clear timeframes for processing consents so customers can have certainty around their project. We have maintained resource consent processing during the COVID-19 lockdown, recognising this is an essential service for the city.
<b>Ensuring rates are affordable and sustainable</b>	<p>Some services associated with Resource Consents are funded by rates such as providing advice to the general public and appeals to the Environment Court.</p> <p>However, up to 77% of the service is user pays by applicants who apply for resource consent applications. Therefore, the demand on rates is small.</p>

### 4. Increasing Resilience

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This Activity helps make the city more resilient by ensuring that the provisions of the District Plan with respect to land use and development takes into account the risks we face from natural and other hazards

## 5. Specify Levels of Service

LOS number	C/ <sup>1</sup> M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
<b>Resource Management Applications</b>										
9.2.1	C	% of non-notified resource management applications processed within statutory timeframes.	2019/20:99% 2018/19:99%  Varies with key statutory timeframes being achieved at 96-99%.	82% of applications were processed within the statutory timeframe nationally for the 2018/19 year (being the latest publicised information).	99% within statutory timeframes.	99% within statutory timeframes.	99% within statutory timeframes.	99% within statutory timeframes.	% of applications processed within the statutory timeframes under the Resource Management Act. Applications lodged and tracked in Council's Connect system.	Great place for people, business and investment
9.2.18	C	% of notified resource management applications processed within statutory timeframes.	2019/20:100% 2018/19:100%	96% of applications were processed within the statutory timeframe nationally for the 2014/15 year (being the latest publicised information).	99% within statutory timeframes.	99% within statutory timeframes.	99% within statutory timeframes.	99% within statutory timeframes.	% of applications are processed within the statutory timeframe.	Great place for people, business and investment
9.2.6	C	Ensure resource consent decision-making is robust and legally defensible.	No decisions were overturned in previous financial years.	No benchmark available.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	Great place for people, business and investment
9.2.7	C	Applicants are satisfied with the	2019/20: 69% 2018/19: 74% 2017/18: 68%		70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	The set target is achieved in the annual	Great place for people, business

<sup>1</sup> C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		resource consenting process.	2016/17: 64%						point of contact annual survey.	and investment
9.2.20	M	Ensure quality and efficiency of process.	2019/20: Achieved 2018/19: Achieved 2017/18: Achieved	No directly applicable benchmarks.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit of a selection of applications to identify opportunities to improve quality and efficiency.	Great place for people, business and investment
<b>Development Contribution Assessments</b>										
9.2.13	C	Ensure assessments are accurately calculated.	2019/20: Achieved 2018/19: Achieved		Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual audit and implement recommendations through an action plan.	Undertake an annual internal audit of 20 development contribution assessments to ensure they are all in accordance with the development contribution policy.	Great place for people, business and investment
<b>Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests</b>										
9.2.14	C	Provide a specialist duty planner service for the public to access.			Duty Planner available Monday to Friday during business hours.	Duty Planner available Monday to Friday during business hours.	Duty Planner available Monday to Friday during business hours.	Duty Planner available Monday to Friday during business hours.	Duty Planner is rostered Monday to Friday during normal working hours.	Great place for people, business and investment

## 6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

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Two high level options were selected as the preferred options for further consideration:

- Status Quo – Governance and funding by Christchurch City Council (CCC), delivery by Christchurch City Council with support from contractors (as and when required)
- Modified Status Quo - Governance and funding by Christchurch City Council (CCC), delivery by Christchurch City Council with an increase in the percentage of public funding.

The advantages and disadvantages of the Status Quo, and Modified Status Quo are the similar. It is considered that it would be most appropriate to continue to provide the Regulatory and compliance activities of Council in-house within Council with external support to provide surge capacity. Although the outcome of this review is not to recommend formal structural change at this stage, the 2021-31 Long Term Plan should explore the current funding of Building Services and Resource Consenting. There is a case for changing the mix of funding between rates and fees and charges.



## 7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Amended LTP 2021-28				LTP 2021-31				Rationale	Options for consultation and engagement
LOS ID	LOS Description	Target	Method of measurement	LOS ID	LOS Description	Target (FY21/31)	Method of measurement		
<b>Modified</b>									
9.2.13	Ensure quality process and decision making. (Development Contribution)	Undertake an annual audit and implement recommendations through an action plan	Suitably experienced practitioner reviews a sample of development contribution assessments.	9.2.13	Ensure assessments are accurately calculated.	Undertake an annual audit and implement recommendations through an action plan	Undertake an annual audit of a selection of assessments to ensure they have been assessed in accordance with the Development Contributions Policy.	Minor change in description. Minor rewording of method of measurement to remove reference to suitably qualified practitioner. This is considered unnecessary to specify.	None required
<b>New Level of Service</b>									
				9.2.14	Provide a specialist duty planner service for the public to access.	Duty Planner available Monday to Friday during business hours.	Duty Planner is rostered Monday to Friday during normal working hours.	Added new service to recognise service provided and level of service to be delivered.	None required
<b>Deleted Level of Service</b>									

## 8. How will the assets be managed to deliver the services?

No Asset Management Plan for this activity.

## 9. What financial resources are needed?

Resource Consenting 000's	Annual Plan										
	2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<i>Activity Costs before Overheads by Service</i>											
Resource Management Applications	5,549	5,701	6,273	6,761	6,945	7,128	7,348	7,526	7,727	7,933	8,136
Development Contributions	499	381	388	395	406	417	430	440	452	464	476
Resource Management Public Advice	1,194	1,263	1,278	1,303	1,338	1,373	1,416	1,451	1,489	1,529	1,568
	7,241	7,345	7,938	8,459	8,689	8,918	9,194	9,417	9,668	9,926	10,180
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	924	678	682	697	713	730	748	766	787	808	829
Direct Maintenance Costs	-	-	-	-	-	-	-	-	-	-	-
Staff and Contract Personnel Costs	6,307	6,667	7,256	7,762	7,976	8,188	8,447	8,651	8,881	9,118	9,351
Other Activity Costs	10	-	-	-	-	-	-	-	-	-	-
	7,241	7,345	7,938	8,459	8,689	8,918	9,194	9,417	9,668	9,926	10,180
<b>Activity Costs before Overheads</b>	<b>7,241</b>	<b>7,345</b>	<b>7,938</b>	<b>8,459</b>	<b>8,689</b>	<b>8,918</b>	<b>9,194</b>	<b>9,417</b>	<b>9,668</b>	<b>9,926</b>	<b>10,180</b>
Overheads, Indirect and Other Costs	930	718	751	754	758	796	792	812	852	846	866
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Cost</b>	<b>8,171</b>	<b>8,064</b>	<b>8,689</b>	<b>9,213</b>	<b>9,446</b>	<b>9,714</b>	<b>9,986</b>	<b>10,229</b>	<b>10,520</b>	<b>10,772</b>	<b>11,045</b>
<b>Funded By:</b>											
Fees and Charges	5,750	5,875	6,599	7,081	7,244	7,418	7,596	7,785	7,996	8,212	8,425
Grants and Subsidies	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operational Revenue</b>	<b>5,750</b>	<b>5,875</b>	<b>6,599</b>	<b>7,081</b>	<b>7,244</b>	<b>7,418</b>	<b>7,596</b>	<b>7,785</b>	<b>7,996</b>	<b>8,212</b>	<b>8,425</b>
<b>Net Cost of Service</b>	<b>2,421</b>	<b>2,188</b>	<b>2,090</b>	<b>2,132</b>	<b>2,203</b>	<b>2,296</b>	<b>2,390</b>	<b>2,444</b>	<b>2,524</b>	<b>2,560</b>	<b>2,620</b>
<b>Funding Percentages:</b>											
Rates	29.6%	27.1%	24.1%	23.1%	23.3%	23.6%	23.9%	23.9%	24.0%	23.8%	23.7%
Fees and Charges	70.4%	72.9%	75.9%	76.9%	76.7%	76.4%	76.1%	76.1%	76.0%	76.2%	76.3%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## Funding Consideration

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

## Funding Policy

### Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>High</b>	<b>High</b>	<b>Medium</b>	<b>High</b>

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

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

### Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

### Funding Decision

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>High</b>	<b>Low</b>	• <b>Fees &amp; Charges (High)</b>	• <b>General Rates (Low)</b>

**10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?**

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No capital programme for this activity.

**11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?**

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Negative Effect	Mitigation
Social	
Economic	
Environmental	
Cultural	

## 12. What risks are identified and what controls and mitigations are planned?

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Risk	Controls and Mitigation
Failure to meet statutory timeframes.	Fortnightly review of staffing requirements being carried out to ensure adequate staffing is in place to meet actual and forecasted workloads. Use consultants for overflow processing. Review opportunities for process efficiencies to increase productivity and throughput.
Resource consent decision making	Training plans developed and implemented for staff based on training needs analysis. Peer review/sign off process consistently implemented for processing of all applications. Carry out annual audit of a selection of resource consents and the information from the audit used to identify gaps in training and processes.
Customer satisfaction	Follow the unit's customer strategy