

# **Activities and Services –** Statement of Service Provision

## **Summary of judgements made in monitoring the performance of non-financial performance measures**

Council prepares and sources prospective non-financial performance measures through Long-term Plan activity planning, which sets out the services (sub-activities) and levels of service (performance measures and targets) proposed to be delivered over the next 10 years. The Council uses internally sourced data and information collected by third parties through various arrangements. The development of the prospective non-financial performance measures, including monitoring and reporting, is consistent between Long-term Plan (LTP) cycles.

All adopted changes to levels of service, performance measures and targets are notated and footnoted with each page, including judgements in determining which levels of service are included in the Long-term Plan/Annual Plan.

NOTE: Some actual results for 2019/20 and 2020/21 were impacted by COVID-19, such as the closing of facilities and non-delivery of anticipated programmes. These results will be marked with \*Result affected by impact of COVID-19.

## Communities and Citizens

This Group of Activities consists of the following activities:

1. Christchurch Art Gallery
2. Canterbury and Akaroa Museums
3. Libraries
4. Community Development and Facilities
5. Recreation, Sports, Community Arts and Events
6. Civil Defence Emergency Management
7. Citizens and Customer Services

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Strong sense of community
- Active participation in civic life
- Safe & healthy communities
- Celebration of our identity through arts, culture, heritage, sport and recreation
- Valuing the voices of all cultures and ages (including children)

Prosperous economy

- An inclusive, equitable economy with broad-based prosperity for all

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>The Gallery's location within the central city means that it can't reach all groups outside of the central city.</p>	<p>The schools programme currently receives some external support to help with bus transport for lower decile schools to participate in Gallery education programmes. The ability for the Gallery to offer outreach programmes, temporary exhibitions, pop-up activations and artist led workshops in lower socio-economic areas could be a means to mitigate this.</p>
<p>Imbalanced distribution of support due to community needs could lead to envy / perception of unfairness.</p>	<p>Support elected members to basing decisions on Council policy and demonstrated need.</p>
<p>Ensure funding of community organisations doesn't create a culture of reliance / dependency.</p>	<p>Avoid propping up unsustainable initiatives or organisations. Remain flexible, encourage early conversations and support multi-party solutions.</p>

Negative Effect	Mitigation
Council facilities/sites/stadia and events design and accessibility impacting user/visitor safety, security, health and well-being assurance/confidence, and impact on mental health and well-being of community members.	Manage and implement industry specific and general safety strategies and standards.
Financial/physical/access and other barriers to participation for diverse/vulnerable community members.	Ensure equitable access and inclusion in quality opportunities by managing affordability, locality and accessibility.
Increased financial resource for Recreation, Sports and Events facilities required from council or others.	The Aquatic Facilities Plan was updated to inform the financial resources included in the 2018-2028 LTP. KPI's are monitoring actual vs planned.
<b>Economic</b> Over \$7M in community funding (operational expenditure) is a significant cost to rates.	Provide the best return possible for every dollar invested.
Portfolio of Community Facilities degenerating due to insufficient operational and maintenance resources.	Prioritise top 15 facilities for resourcing based on usage, community need and importance. Identify and dispose of facilities surplus to requirement.
Increased internal capacity of Council organisation required to service increased numbers of aquatic facilities.	Heads of Council Units affected to review planning for additional resources and./or explore more efficient ways of working.
<b>Environmental</b> Changing energy sources at the Art Gallery.	It is unknown when landfill gas will run out but it is expected within the next 5-15 years. Alternatives will need to be explored including LPG, ground source heat pumps, solar and batteries. This will increase costs both capital and potentially operational.
Energy use to maintain climate conditions within the Museum's exhibition spaces and collection stores.	Investigate whether essential systems and practices can be modified to be more energy efficient.
This activity has a reliance on built assets (Community Facilities) <ul style="list-style-type: none"> <li>• Lease management – “closed shop” – who “gets” the facility</li> <li>• Does everyone have equitable access</li> </ul> Fair maintenance of the facilities across the network	Where ever possible leasing opportunities and funding requests are contestable and open to the community. Council retain control of access to Council operated facilities. Base decisions on access on Council policy and demonstrated need. Maintenance allocated as resources allow and in line with the asset management plan.

Negative Effect	Mitigation
Impacts on local/immediate residential and natural environment and neighbours from Recreation, Sports & Events facilities.	Ensure we design new RSE sites/construction projects with an appropriate sustainable construction focus, requiring for example the use of sustainable construction materials and processes (eg using green/eco-concrete and/or using a deconstruction rather than demolition approach to re-developing existing structures) therefore reducing the environmental impact of construction projects. Also creating natural buffers such as playing fields, waterways (with appropriate riparian planting) and/or native vegetation and planting to improve biophilic experience of facility-users and neighbours, as well as biodiversity and carbon footprint of council RSE facilities/sites. Effective management and control of construction site safety, traffic management planning, use of repurposed and recycled resource materials, and responsible construction resource recovery and waste disposal.
Site Contamination and Pollution – motor vehicle emissions, noise, vibration, sediment, light, air, water, chemicals (including trade-waste and wash-down water, and water-borne sediments) at Recreation, Sports & Events facilities.	<p>Manage air, water and soil pollutants:</p> <ul style="list-style-type: none"> <li>• Management of congestion which generates air pollutants.</li> <li>• Landscaping treatments as pollutant ‘sinks.’</li> <li>• Manage storm water run-off quality from street surfaces with on-street storm water treatment systems.</li> <li>• Manage existing contaminants on site.</li> <li>• Manage soil quality/disposal.</li> <li>• Manage on-street activity and adjacent construction to minimise pollution.</li> <li>• Management of storm water run-off quality from adjacent properties, trade wastes and public and private off-street pre-treatment systems.</li> </ul> <p>Limit the use of agrochemicals.</p>
<p><b>Cultural</b></p> <p>Some cultures and cultural groups may feel left out.</p>	Establish a Multicultural Advisory Group to inform, cross reference and peer Council’s decision making. Present and agree an annual implementation plan for the Multicultural Strategy. Focus the work programme around this.
Failure to offer range of recreational, sporting and events activities, designed for varied/diverse and inter-generational community members, therefore excluding or dividing segments of the community.	Ensure activities are inclusive and promote a strong sense of belonging – by having clear-line-of-site as to community make-ups and identified needs/expectations, with LOS focused on effective delivery Use range of council community engagement and consultation data/opportunities to ensure wide-reaching programmes/events are designed and delivered to meet cross-community/demographic needs.

## Christchurch Art Gallery

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Develop, maintain and provide access to a collection of nationally significant art</b>							
3.0.6 Residents and visitors have access to a nationally significant art gallery	2,759 hours	2,348 hours*	2,767 hours*	Hours of opening: No fewer than 2,749 hours per annum	Hours of opening: No fewer than 2,749 hours per annum		
3.0.1 The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing and activation of the city	367,376 visitors 5.6% decrease	271,769 visitors* 26% decrease	303,245 visitors 16.4% below target*	Maintain visitation at 95% of the average of the last 5 years, or higher <sup>1</sup>	Maintain visitation at 95% of the average of the last 5 years, or higher		
3.0.2 Visitor satisfaction with the Gallery experience	98%	97%	98%	At least 90% of visitors satisfied with the overall Art Gallery experience	At least 90% of visitors satisfied with the overall Art Gallery experience		
<b>Develop and host art exhibitions and present a range of public programmes</b>							
3.0.8.2 A diverse range of art exhibitions that attract new and repeat audiences are developed and presented	16 exhibitions	17 exhibitions	16 exhibitions	No fewer than 12 exhibitions presented per annum	No fewer than 12 exhibitions presented per annum		
3.0.9.1 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts	12,910 attendees	7,838 attendees*	11,703 attendees*	Average of at least 11,000 attend school specific programmes per annum	Average of at least 11,000 attend school specific programmes per annum		
3.0.9.2 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts	25,271 people	14,855 people*	35,066 people	Average of at least 22,000 people attend advertised public programmes per annum	Average of at least 22,000 people attend advertised public programmes per annum		

<sup>1</sup> Target changed with LTP 2021-31 from “Increase visitors by 5% per annum In 2020/21 = 362,747” to “Maintain visitation at 95% of the average of the last 5 years, or higher.” This addresses the issue of having a conflicting percentage target and numerical target. It is also a close approximation of the formula used prior to the Canterbury earthquakes, which was an average of the last 5 years (+/- 5%), with the upper limit removed.

\* Result affected by impact of COVID-19.

## Canterbury and Akaroa Museums

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Hold and distribute the Canterbury Museum levy</b>							
3.3.1 Canterbury Museum levy funding paid as required	Paid	Paid	Paid	Canterbury Museum levy paid annually	Canterbury Museum levy paid annually		
<b>Operate the Akaroa Museum</b>							
3.3.2 Visitors per annum to Akaroa Museum	40,547 visitors	29,307 visitors*	24,579 visitors	Maintain visitation of at least 95% of the average of previous 3 years <sup>1</sup>	Maintain visitation of at least 95% of the average of previous 3 years		
3.3.3 Hours of opening at Akaroa Museum	2,093 hours	1,789 hours*	2,102 hours	Minimum 2,093 hours pa, average of 40 hours per week	Minimum 2,093 hours pa, average of 40 hours per week		
3.3.4 Exhibitions presented	3 exhibitions	3 exhibitions	3 exhibitions	No fewer than two temporary exhibitions presented	No fewer than two temporary exhibitions presented		
3.3.8 Visitors satisfied with their Museum experience	New level of service(LOS) <sup>2</sup>			Maintain visitor satisfaction at 90% or higher	Maintain visitor satisfaction at 90% or higher		

\* Result affected by impact of COVID-19.

<sup>1</sup> Target changed with LTP 2021-31 from 24,300 visitors to “Maintain visitation of at least 95% of the average of previous 3 years.” Change in target for visitor numbers to align with the Art Gallery’s measure.

<sup>2</sup> New measure added with LTP 2021-31 to ensure we are meeting the needs of our visitors with our long-term and temporary exhibitions, and other services. Museums Aotearoa national annual survey

## Libraries

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Community spaces through a comprehensive network of libraries, and digital channels</b>							
3.1.2.1 Residents have access to a physical and digital library relevant to local community need or profile	Metropolitan & Suburban			Provide weekly opening hours for existing libraries: 23-74 hours per week (as appropriate for metropolitan, suburban, and neighbourhood) <sup>1</sup>	Provide weekly opening hours for existing libraries: 23-74 hours per week (as appropriate for metropolitan, suburban, and neighbourhood)		
	52 to 74 hrs	52 to 74 hrs	65.5 hrs				
	Suburban Medium						
	48 to 57 hrs	48 to 51 hrs*	55.8 hrs				
	Neighbourhood						
	36 to 57 hrs	36 to 46 hrs*	40.6 hrs				
3.1.2.4 Residents have access to a physical and digital library relevant to local community need or profile.	40 hrs	40 hrs	40 hrs	Maintain a mobile library service of up to 40 hrs <sup>2</sup>	Maintain a mobile library service of up to 40 hrs	<i>Libraries to conduct targeted consultation with existing mobile library service users, to be undertaken in FY22, to inform service options for future years.</i>	
3.1.2.5 Residents have access to a physical and digital library relevant to local community need or profile	10.66 (target met)	9.03* (target met)	9.4 (target met)	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries		
3.1.5 Library user satisfaction with library service at Metro, Suburban and Neighbourhood libraries	94%	95%	95%	At least 90% of library users satisfied with the library service	At least 90% of library users satisfied with the library service		

\* Result affected by impact of COVID-19.

<sup>1</sup> Three provision measures have been merged with the LTP 2021-31 as a result of a governance steer to reduce the volume of levels of service.

<sup>2</sup> Post-consultation, the Council resolved to retain the mobile library service, and conduct targeted consultation to inform service options for future years, with implementation of alternative service options in FY 2023/24. Level of service reinstated for final LTP after being noted as a deletion for the draft LTP.



Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Collections – including general, specialist, heritage and digital content, are available to meet the needs of the community.</b>							
3.1.1.3 Collections and content are maintained, managed and made available to library customers as per Content Development Policy	3.19 items per capita	3.26 items per capita	3.4 items per capita	Maintain collections at 3 - 3.5 items per capita	Maintain collections at 3 - 3.5 items per capita		
3.1.1.4 Collections and content in a variety of formats are available to meet the needs of the community	12.0 (target met)	11.2 (target met)	12.02 (target met)	Maintain number of issues per capita of city population, per year, at national average or better	Maintain number of issues per capita of city population, per year, at national average or better		
<b>Equitable access to relevant, timely information and professional services</b>							
3.1.3.1 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	Access freely available	Not Achieved *	Access freely available	Access to online information is freely available through the library website	Access to online information is freely available through the library website		
3.1.3.4 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	Free Wifi 24/7	Achieved *	Achieved	Free 24/7 Wifi access is available at all libraries	Free 24/7 Wifi access is available at all libraries		
3.1.3.5 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	6 per 5,000 of population	5 per 5,000 of population	5.4 per 5,000 of population	The ratio of public internet computers is maintained at least 4 per 5,000 of population to provide residents with free access to PCs	The ratio of public internet computers is maintained at least 4 per 5,000 of population to provide residents with free access to PCs		

\* Result affected by impact of COVID-19.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Programmes and events designed to meet customers' diverse lifelong learning needs</b>							
3.1.4 Provide public programmes and events to meet customers' cultural, creative, learning and recreational needs	313 per 1,000 of population	397 per 1,000 of population	369 per 1,000 of population	Maintain participation of 310-380 per 1000 of population <sup>1</sup>	Maintain participation of 310-380 per 1000 of population		

## Community Development and Facilities

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Manage Community Grants funding and Community Loans, on behalf of Council and other funding bodies</b>							
2.3.1.1 Provide funding for projects and initiatives that build partnerships; resilient, engaged and stronger communities, empowered at a local or community of interest level	100%	100%	100%	95% or more of reports presented demonstrate benefits that align to CCC community outcomes, Council's strategic priorities and, where appropriate Community Board plans	95% or more of reports presented demonstrate benefits that align to CCC community outcomes, Council's strategic priorities and, where appropriate Community Board plans		
<b>Community facilities provision and operation</b>							
2.0.1.1 Support the development of strong, connected and resilient communities by supporting the provision of a sustainable network of community facilities	38% occupancy	32.5% occupancy	38% occupancy*	89 – 91 Facilities <sup>2</sup>	80 – 84 Facilities		

<sup>1</sup> Target was amended with the LTP 2021-31 to highlight the focus of programmes and event offerings including changes to the participation targets with the inclusion of Tūranga, central library, as a provider of these services. Previous level of service: Provide programmes and events to meet customers' diverse lifelong learning needs. Previous Target: Maintain participation of 250-350 per 1,000 of population.

<sup>2</sup> Reflects that Council approved disposal of a number of community facilities through the Long-term Plan (LTP) process.

\* Result affected by impact of COVID-19.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Community development and recreation</b>							
4.1.27.2 Community development and recreation projects and initiatives are identified, prioritised and delivered locally	100%	100%	100%	Community Board Plans are developed every three years; updated and reported annually – 100% <sup>1</sup>	Community Board Plans are developed every three years; updated and reported annually – 100%		
4.1.27.1 Customers are satisfied with community development and capacity building initiatives	New level of service <sup>2</sup>			80% customer satisfaction with the delivery of community development and recreational events, programmes and initiatives	80% customer satisfaction with the delivery of community development and recreational events, programmes and initiatives		

<b>Graffiti management and mitigation</b>							
2.2.6.8 Requests for service regarding graffiti are responded to within 2 working days	New level of service <sup>3</sup>			At least 95% of requests responded to within 2 working days	At least 95% of requests responded to within 2 working days		

<sup>1</sup> Previous target per LTP 2018-28: Community Board plans are developed and implemented. Ensures that feedback from the wider community and those directly involved defines and shapes provision in an ongoing basis.

<sup>2</sup> New measure to ensure feedback from the wider community and those directly involved defines and shapes provision in an ongoing basis.

<sup>3</sup> Graffiti mitigation is an important service provided by this activity – no Levels of Service existed previously.

## Recreation, Sports, Community Arts and Events

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Network of Recreational and Sporting Facilities</b>							
7.0.1.1 Provide citizens access to fit-for-purpose network of recreation and sporting facilities	Achieved	Achieved	Achieved	38 x Recreation & Sport facilities are available for use (Te Pou Toetoe open)	40 x Recreation & Sport facilities are available for use (Hornby and Metro Sports Facility open)	40 x Recreation & Sport facilities are available for use	37 x Recreation & Sport facilities are available for use (Christchurch Temporary Stadium, Fencing Centre, Sockburn Squash decommissioned)
7.0.7 Deliver a high level of satisfaction with the range and quality of facilities <sup>1</sup>	92% (CERM)	93% (CERM)	87% (CERM)	At least 80% satisfaction with the range and quality of facilities (5.6 on a 7 point scale using CERM international benchmark)	At least 80% satisfaction with the range and quality of facilities		

<sup>1</sup> Amended performance targets method of measurement from, “At least 80% satisfaction with the range and quality of facilities (5.6 on a 7 point scale using CERM)”, to, “At least 80% satisfaction with the range and quality of facilities”, which reflects bringing level of service surveying in-house using the Net Promoter Score surveying programme (NPS).

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Recreational and Sporting Programmes and Activities</b>							
7.0.2.2 Provide well utilised facility based recreational and sporting programmes and activities.	3.99 m participants	3.76 m participants	4.78 m participants	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.4 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 5.0 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 5.2 million	The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 5.3 million
7.0.3.1 Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch	4,091 hours	4,644 hours	4,005 hours	4,000 hours of staff support provided to community organisations	4,000 hours of staff support provided to community organisations		
7.0.3.2 Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch	76%	87%	88%	80% satisfaction with the quality of Council recreation and sport support	80% satisfaction with the quality of Council recreation and sport support		
<b>Community Arts and Events</b>							
2.8.5.1 Produce and deliver engaging programme of community events.	11 events	11 events	11 events	A minimum of 11 events delivered annually of which three are marquee events (Outdoor events subject to weather)	A minimum of 9 events delivered annually of which three are marquee events. <sup>1</sup> (Outdoor events subject to weather)		
2.8.5.2 Produce and deliver engaging programme of community events	81%	79%	85.5%	At least 80% satisfaction with the content and delivery across three delivered events	At least 80% satisfaction with the content and delivery across three delivered events		

<sup>1</sup> Target changed from “A minimum of 11 events”. The change recognises Kidsfest is now delivered by community organisations rather than via the Events Production Team. When previously run by Council, Kidsfest had a large opening event and the festival itself which are counted as two events.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
2.8.6.1 Support community based organisations to develop, promote and deliver community events and arts in Christchurch	16,440 hours provided to 563 organisations	15,878 hours provided to 468 organisations	17,352 hours* provided to 475 organisations	15,000 hours of staff support provided to community organisations	15,000 hours of staff support provided to community organisations		
2.8.6.2 Support community based organisations to develop, promote and deliver community events and arts in Christchurch	90%	88%	92%	80% satisfaction with the quality of Council event support	80% satisfaction with the quality of Council event support		

## Civil Defence Emergency Management

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Co-ordinates civil defence emergency management readiness and response</b>							
2.5.1.1 Christchurch CDEM plans covering local response arrangements are in place	Achieved	Achieved	Achieved	CDEM Plans are reviewed annually	CDEM Plans are reviewed annually		
2.5.1.2 Council maintains an effective response capability and capacity to manage civil defence emergencies in its area (Designated facilities, equipment and infrastructure for use in an Emergency)	Achieved	Achieved	Achieved	One primary and one secondary Emergency Operation Centre (EOC) facility available to be activated within 60 minutes	One primary and one secondary Emergency Operation Centre (EOC) facility available to be activated within 60 minutes		
<b>Increase community resilience through public education programmes and community planning and volunteering</b>							
2.5.4.1 Build resilience through public education and community engagement programmes	71 CDEM public education activities	71 CDEM public education activities	45 CDEM public education	At least 60 CDEM public education activities occur annually, including tsunami public education and	At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes		

\* Result affected by COVID-19.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
			activities delivered *	Stan's Got a Plan school programmes			
2.5.4.2 Build resilience through public education and community engagement programmes	22 communities	20 communities	26 community response planning activities conducted *	At least 10 community based groups are actively supported in developing community response plans (CRP)	At least 20 community based groups are actively supported in developing community response plans (CRP)	At least 30 community based groups are actively supported in developing community response plans (CRP)	

## Citizens and Customer Services

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Provide a “first point of contact” Council customer service</b>							
2.6.1 Provide a walk-in service that meets future citizen and customer demand	12 walk-in locations	12 walk-in locations	12 walk-in locations	7-13 walk in customer service hubs	7-13 walk in customer service hubs		
2.6.3 Ensure Citizen and Customer Services are available to answer enquiries 24/7	Achieved	Achieved	Achieved	Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time	Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time		
2.6.7.1 Citizen and Customer expectations for service response are delivered in a timely manner	98%	99%	97%	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services		

\* Result affected by COVID-19.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
				at the first point of contact via walk in services			
2.6.7.2 Citizen and Customer expectations for service response are delivered in a timely manner	70%	75%	71%	At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email	At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email	At least 80% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email
2.6.7.3 Citizen and Customer expectations for service response are delivered in a timely manner	85%	89%	92%	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone		
2.6.4.1 Citizen and Customer expectations for service response are delivered in a timely manner	142 seconds	94.2 seconds	127 seconds	Telephone enquiries have an average speed to answer of no more than 120 seconds	Telephone enquiries have an average speed to answer of no more than 120 seconds		
2.6.4.2 Citizen and Customer expectations for service response are delivered in a timely manner	26.2 hours	21.5 hours	24.7 hours	Email enquiries have an average response time of no more than 48 hours	Email enquiries have an average response time of no more than 48 hours		
2.6.4.3 Citizen and Customer expectations for service response are delivered in a timely manner	Achieved	Achieved	Achieved	80% of social media enquiries are responded to within two hours (after hours)	80% of social media enquiries are responded to within two hours (after hours)		



## Parks, Heritage and Coastal Environment

This Group of Activities consists of the following activities:

1. Parks and Foreshore
2. Parks Heritage Management
3. Ōtākaro Avon River Corridor (OARC)

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Safe & healthy communities
- Celebration of our identity through arts, culture, heritage, sport and recreation
- Strong sense of community

Liveable city

- 21st century garden city we are proud to live in
- Vibrant and thriving city centre
- A well connected and accessible city promoting active and public transport

Healthy environment

- Unique landscapes and indigenous biodiversity are valued and stewardship exercised
- Healthy water bodies
- Sustainable use of resources and minimising waste

Prosperous economy

- An inclusive, equitable economy with broad-based property for all

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Noise from park users affecting neighbours, e.g. complaints about basketball, flying fox, skateparks, and children's play.</p>	<p>Ensure parks are large enough to accommodate community recreation facilities with appropriate separation from neighbours, e.g. recommended minimum 30m separation from basketball court, 40m separation from skate parks. Design the layout of parks appropriately and manage their use.</p>

Negative Effect	Mitigation
Impacts of leases and other developments on neighbours and park users – e.g. exclusive use of public land, increased traffic, blocking views, light spill, loss of open space.	Feedback on specific leasing and development proposals be addressed on a case by case basis. Mitigation may require a revised design, conditions on use, or the proposal may be declined.
Not all scheduled heritage buildings are accessible.	Provide accessibility where possible, develop digital virtual tours.
Remaining residents will be exposed to temporary and/or ongoing disruption.	Seeking to minimise noise and dust during construction. Explore options to separate high traffic pathways from remaining residents. Ensure residents and stakeholders are well informed in the development and implementation plans.
<b>Economic</b> Increasing cost to provide, operate and maintain parks.	Seek efficiencies, focus on identified need rather than “nice to have”, seek partnership opportunities.
Negative public response associated to limited Council capacity to fund post-earthquake repairs to scheduled heritage buildings and items.	Explore alternative ownership, funding and building utilisation opportunities.
High cost maintenance items, such as painting which can be \$100k plus, are difficult to fund in the operational expenditure programme.	Increase operational budgets to effectively cover planned maintenance requirements.
True value of heritage, artworks and monuments is not reflected in the return on its use, often this does not cover the maintenance cost.	Importance of heritage assets in terms of their historical, aesthetic, educational, artistic and economic contribution is applied to valuation methods. These methods should be able to assess the monetary values for the protection and management of heritage from a societal point of view.
The implementation of the plan will require significant ongoing capital and operational funding to be fully implemented across multiple long term plans.	Complete rigorous cost analysis on an ongoing basis for all projects associated to the implementation planning process. Ensure that all opportunities for volunteer led implementation are maximised providing multiple benefits including cost reduction.
<b>Environmental</b> Carbon footprint of park developments.	Consider alternative development options, e.g. natural play vs built playgrounds, using natural items such as boulders and plants as vehicle barriers. Use recycled materials, e.g. recycled plastic furniture.
Travel requirements to access parks, traffic generation.	Consider traffic management in design of parks. Ensure significant park facilities are located on public transport routes, safe cycling and walking links.
Public use of natural areas can impact wildlife and ecology.	Direct public use away from sensitive wildlife and ecological areas, use screening, and manage use.

Negative Effect	Mitigation
Use of chemicals, water and energy in operations and maintenance.	Review operation and maintenance processes, consider alternative developments and methods, e.g. drought tolerant turf, organic sprays, electric vehicles
Carbon emissions, e.g. mowing.	Review operation and maintenance requirements and processes, consider alternatives, design new or renewed assets for low emission operation, encourage public transport, walking or cycling to parks.
Production of waste from businesses operating in scheduled heritage buildings.	Waste management and recycling.
Travel requirements to access heritage, artworks and monuments.	Location of artworks in public spaces such as walkways, cycleways and recreational areas.
In time, river levels will increase up to a level that stormwater cannot drain freely back into the river. Pump stations will be required to pump the water back into the river, negatively affecting Council's ambitions for a reduced carbon footprint.	Future pumping of stormwater back into the river is unavoidable with the current regeneration Plan. Designs of stormwater facilities and pump stations can allow low-energy consumption or even utilise local energy generation through solar or other sources.
<b>Cultural</b> Modification of cultural landscapes and impact on cultural values.	Follow archaeological best practice, seek Māori and other culture's input and heritage advice on park developments.
Loss of heritage through neglect or non-repair.	Maintain and repair.

## Parks and Foreshore

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>All Parks – Provision, Maintenance, Asset Condition and Performance</b>							
6.8.2.3 Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Asset Performance)	84%	91%	90%	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours <sup>1</sup>	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours		

<sup>1</sup> Target revised with the LTP 2021-31 from a condition rating, to reflect availability of use instead, and is expanded to all recreational assets not just sports fields

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
6.8.5 Satisfaction with the overall availability of recreation facilities within the city's parks and foreshore network.	74%	75%	78% *	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: ≥ 70% <sup>1</sup>	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: ≥ 70%		
<b>All Parks - Planning</b>							
6.8.10.3 Timely response to community initiated use of parks	New level of service <sup>2</sup>			Respond to initial use or occupation enquiry within four working days: 95%	Respond to initial use or occupation enquiry within four working days: 95%		
<b>All Parks – Biodiversity, Canopy</b>							
6.3.2.1 Comply with Canterbury Regional Pest Management Plan	100%	100%	100%	Annual compliance 100% (nil notices of direction served by ECan)	Annual compliance 100% (nil notices of direction served by ECan)		
6.8.2.1 Increasing tree canopy in Parks	Achieved	Achieved	Achieved	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species <sup>3</sup>	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species		

\* Result affected by impact of COVID-19.

<sup>1</sup> Previous target “Range and quality of recreation opportunities” replaced with the LTP 2021-31 by “Availability of recreation facilities”. Target revised from 85% satisfaction to 70% satisfaction to reflect budget levels.

<sup>2</sup> New measure with the LTP 2021-31 to establish realistic timeframes for responding to community use and occupation requests.

<sup>3</sup> Target revised from ratio of 1:1 with the LTP 2021-31 to reflect intention for net increase in trees, and the Council’s Tree Policy.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Community Parks (Includes neighbourhood parks, sports fields, Hagley Park)</b>							
6.0.3 Overall customer satisfaction with the presentation of the City's Community Parks	67%	57%	63%	Community Parks presentation: resident satisfaction $\geq 60\%$	Community Parks presentation: resident satisfaction $\geq 60\%$		
6.8.1.6 Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces	Achieved	Achieved	Achieved	Satisfaction $\geq 75\%$ <sup>1</sup>	Satisfaction $\geq 75\%$		
6.8.4.1 Overall customer satisfaction with the presentation of Hagley Park	97%	94%	98%	Hagley Park presentation: resident satisfaction $\geq 90\%$	Hagley Park presentation: resident satisfaction $\geq 90\%$		
<b>Botanic Gardens, Inner city parks and gardens and heritage parks</b>							
6.2.2 Overall customer satisfaction with the presentation of the City's Garden Parks – Botanic Gardens , Mona Vale and Garden Heritage Parks	96%	97%	97%	Botanic Gardens & Mona Vale presentation: resident satisfaction $\geq 90\%$ <sup>2</sup>	Botanic Gardens & Mona Vale presentation: resident satisfaction $\geq 90\%$		
6.8.4.2 Overall customer satisfaction with the presentation of the City's Parks	82%	80%	82%	Inner City presentation: resident satisfaction $\geq 80\%$ <sup>2</sup>	Inner City presentation: resident satisfaction $\geq 80\%$		
<b>Regional Parks</b>							
6.3.5 Overall customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks <sup>3</sup>	79%	81%	85%	Regional Parks resident satisfaction $\geq 80\%$	Regional Parks resident satisfaction $\geq 80\%$		

<sup>1</sup> LOS revised to reflect focus on Regional Sports Organisations. Target changed to reflect satisfaction instead of capacity.

<sup>2</sup> Target reduction with the LTP 2021-31 reflected operational and capital budget reductions.

<sup>3</sup> Changed with the LTP 2021-31 from “presentation” to “recreational opportunities and ecological experiences” to better reflect what customers are seeking in Regional Parks.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Foreshore &amp; Marine Access</b>							
10.8.1.1 Availability of a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors.	55%	70%	80%	Customer satisfaction with the availability of marine structure facilities: 60% <sup>1</sup>	Customer satisfaction with the availability of marine structure facilities: 60%		
<b>Cemeteries Provision &amp; Administration</b>							
6.4.4 Overall customer satisfaction with the presentation of the City's Cemeteries.	78%	65%	86%	Cemeteries presentation: resident satisfaction ≥85%	Cemeteries presentation: resident satisfaction ≥85%		
6.4.2.2 Range of interment options provided to meet diverse religious, cultural, and community needs	New level of service <sup>2</sup>			80% of preferred interment options met	82%	85%	95%
6.4.5 Cemeteries administration services meet customer expectations	80%	100%	100%	Customer satisfaction with cemetery administration services: Target ≥95% <sup>3</sup>	Customer satisfaction with cemetery administration services: Target ≥95%		
<b>Environmental Education &amp; Volunteers</b>							
19.1.6 Delivery of Environmental, Conservation, Water, and Civil Defence education programmes.	98%	100%	99.7%	Teachers satisfied with education programmes delivered: ≥95%	Teachers satisfied with education programmes delivered: ≥95%		

<sup>1</sup> Target has been modified with the LTP 2021-31 to reflect a more realistic level of satisfaction able to be achieved within resources available, consistent with recent results. Includes previous target- Customer satisfaction with equitable access provided to the marine environment for recreational, commercial and transportation purposes: ≥ 50%

<sup>2</sup> New measure with the LTP 2021-31 reflects the increasing diversity of Christchurch's population

<sup>3</sup> Satisfaction target spans a wider customer group than just funeral directors - Better represents the wide range of people and roles that engage with cemeteries services. Target reduction with the LTP 2021-31 allows for occasional dissatisfaction.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
6.3.7.4 Provide community participation opportunities across the parks network – participation.	New level of service <sup>1</sup>			Establish baseline	Volunteer hours – maintain or grow compared to previous year		

## Parks Heritage Management

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts.</b>							
6.9.1.8 Parks scheduled heritage buildings are repaired and managed in safe and operational order	New level of service <sup>2</sup>			72% of Parks scheduled heritage buildings repaired	76% of Parks scheduled heritage buildings repaired	80% of Parks scheduled heritage buildings repaired	84% of Parks scheduled heritage buildings repaired
6.9.1.5 To manage and maintain Public Artworks, Monuments and Artefacts	71%	64%	67%	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts : ≥ 65% <sup>3</sup>	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts : ≥ 65%		
6.9.1.6 To manage and maintain Parks scheduled heritage buildings	63%	51%	48%	Resident satisfaction with presentation of Parks scheduled heritage buildings : ≥ 55% <sup>3</sup>	Resident satisfaction with presentation of Parks scheduled heritage buildings : ≥ 55%		

<sup>1</sup> New LOS with the LTP 2021-31. Volunteer related LOS will now be applied across the entire parks network. Replaces separate LOS for Regional Parks, Botanic Gardens and Community Parks.

<sup>2</sup> New LOS with the LTP 2021-31 focus on the output of service delivery that the community will receive for heritage buildings. Improved definition of levels of service for management of distinct types of assets. Service delivery remains the same. Replace previous LOS, to manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance, target - Maintenance plan Key performance indicators ≥ 95% achieved.

<sup>3</sup> Target changed with the LTP 2021-31 to a realistic level as baseline resident satisfaction was established in the last 2 years.

## Ōtākaro Avon River Corridor (OARC)

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Manage and implement the Ōtākaro Avon River Corridor (OARC) Regeneration plan</b>							
6.8.12.2 Operational Co – Governance entity for the Ōtākaro Avon River Corridor Plan	LOS introduced with the LTP 2021-31			Draft Options developed for public consultation	Co-Governance Entity established	Co-Governance group operational <sup>1</sup>	
6.8.12.1 Implementation of the Ōtākaro Avon River Corridor Plan	LOS introduced with the LTP 2021-31			Developed and approved integrated implementation plan for the OARC	Progress integrated Green Spine programme (Parks, Water and Transport) as per the Implementation Plan. Target: 90% of approved work programmed delivered in the year funded <sup>1</sup>		
6.8.12.4 Implementation of the Ōtākaro Avon River Corridor Regeneration Plan (Green Spine) Council led capital investment <sup>2</sup>	New level of service				Align Council and community resources to enable successful implementation of appropriate and approved projects		
6.8.12.5 Implementation of the Ōtākaro Avon River Corridor Regeneration Plan 3 <sup>rd</sup> party led, Council facilitated investment <sup>2</sup>	New level of service				Assess and present proposals to governance body as they arise. Facilitate successful implementation of appropriate and approved initiatives	Facilitate successful implementation of appropriate third party initiatives as they arise	

<sup>1</sup> Change to performance targets to provide a single and consolidated reporting tool on all spending in this geographically constrained area, from across various activities. This plan does not replace the need for a co-ordinated approach to the Ōtākaro Avon River Corridor sought by elected members. Levels of service initially adopted through the Long-term Plan 2021-31 have been further developed with elected members and other stakeholders. New LOS to provide a single and consolidated reporting tool on all spending in this geographically constrained area, from across various activities. This plan does not replace the need for a co-ordinated approach to the Ōtākaro Avon River Corridor sought by elected members. Levels of service initially adopted through the Long-term Plan 2021-31 have been further developed with elected members and other stakeholders.

<sup>2</sup> New LOS to provide a single and consolidated reporting tool on all spending in this geographically constrained area, from across various activities. This plan does not replace the need for a co-ordinated approach to the Ōtākaro Avon River Corridor sought by elected members. Levels of service initially adopted through the Long-term plan 2021-31 have been further developed with elected members and other stakeholders.



Levels of Service approved for deletion

Levels of Service	Target (FY22)	Rationale
6.8.12.3 Stakeholder led planning and development of the RRZ	Community endorsed plans are implemented	To provide a single and consolidated reporting tool on all spending in this geographically constrained area, from across various activities. This plan does not replace the need for a co-ordinated approach to the Ōtākaro Avon River Corridor sought by elected members. Levels of service initially adopted through the Long-term Plan 2021-31 have been further developed with elected members and other stakeholders.

## Water Supply

This Group of Activity consists of only one activity, which is Water Supply.

This Group of Activity primarily contribute to the following community outcomes:

- Resilient communities
  - Safe and healthy communities
- Healthy environment
  - High quality drinking water

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<b>Social</b> Chemical addition may be required (chlorination or fluoridation) as dictated by legislation and/or water quality.	React to Central Government legislation as required. Chlorination of urban water supplies not currently required. Fluoridate water if required by the Canterbury District Health Board.
<b>Economic</b> Cost of operating a compliant potable water supply.	Documented processes and maintenance systems control costs. Improve network efficiency through asset renewal. Water supply rezoning and pressure management to reduce operating and maintenance costs. Reduce demand through water conservation measures. Assess and report cost efficiency and affordability.
<b>Environmental</b> Salt-water intrusion in coastal regions compromises water quality.	Monitor well takes in coastal areas for salinity (conductivity) and investigate any changes. Long term strategy to move wells away from coast where salt-water intrusion may impact on quality.
Over extraction limits water available for growth of the city.	Maintain network condition to reduce leaks. Operate within water take consents. Reduce water demand through water conservation measures. Respond to notifications from ECan regarding requests for new water takes.
Effects of water abstraction on the environment.	Network maintenance and water conservation measures to minimise wastage. Annual leak detection programme to monitor and reduce water loss. Maintain resource consent compliance and avoid over-abstraction.

Negative Effect	Mitigation
	Establish infrastructure (e.g. suction tanks) to improve management of groundwater abstraction.
Natural disasters cause widespread damage to the water supply network.	<p>Earthquake design guidelines incorporated in Council’s Infrastructure Design Standard and Construction Standard Specifications.</p> <p>Well, pump station, reservoir and pipeline design more resilient infrastructure than previously.</p> <p>Uphold standards and specifications through the resource and building consent processes.</p> <p>Continue to invest in renewal programmes to remove weaker assets from network (e.g. AC pipes).</p> <p>Water supply rezoning to improve resilience and response to natural disasters.</p>
<b>Cultural</b> None identified.	

Note: There were no material variations in the Long-term Plan from our assessment of water and other sanitary services.

## Water Supply

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Council water supplies are safe to drink</b>							
12.0.2.2 Proportion of High Hazard commercial connections with compliant backflow prevention device tested within the last year <sup>1</sup>	110 properties assessed	475 properties assessed	263 properties assessed	100%	100%		

<sup>1</sup> Amended description from “Number of highest risk properties assessed and required to install backflow prevention devices each year” with the LTP 2021-31. The Water Safety Plan identifies lack of backflow prevention and uncertainty about testing of backflow preventers as an unacceptable risk. This changed measure measures the extent of this risk and Council efforts to eliminate it.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
12.0.2.20 Proportion of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year	New level of service <sup>1</sup>			≥95%	≥98%	≥100%	
12.0.2.9 Proportion of residents (with supplies of > 100 customers) supplied water compliant with the DWSNZ bacterial compliance criteria	Urban 99.8% Rural 98.5%	Urban 100% Rural 100%	85.15% Rural 100%	100% <sup>2</sup>	100%		
12.0.2.10 Proportion of residents (with supplies of > 100 customers) supplied water compliant with the DWSNZ protozoal compliance criteria	Urban 0% Rural 0%	Urban 0% Rural 71.9%	Urban 0% Rural 80.5%	≥ 0.3%	≥ 0.4% <sup>2</sup>		≥ 99.8%
12.0.2.1 Proportion of customers connected to water supply zones with an up to date Water Safety Plan	100%	100%	100%	Proportion of water supply zones with a MoH approved Water Safety Plan: 100%	Proportion of water supply zones with a MoH approved Water Safety Plan: 100%		
<b>Council provides high quality drinking water</b>							
12.0.2.19 Proportion of residents satisfied with quality of Council water supplies	37%	48%	45%	≥ 50% <sup>4</sup>	≥ 50%		
12.0.1.16 Total number of complaints received by Council about: <sup>3</sup> a) Drinking water clarity b) Drinking water taste c) Drinking water odour	New level of service <sup>4</sup>			≤ 6.6 complaints per 1000 properties	≤ 6.6 complaints per 1000 properties <sup>3</sup>		

<sup>1</sup> The Water Safety Plan identifies lack of backflow prevention and uncertainty about testing of backflow preventers as an unacceptable risk. This measure added in the LTP 2021-31 measures the extent of this risk and Council efforts to eliminate it.

<sup>2</sup> Previously separated LOS for bacterial compliance in rural and urban networks. As the DIA Non-Financial Performance Measures do not have urban/rural split, LTP change was to discard one LOS and change the other to cover all networks. Addition of the 100-customer minimum water supply size is to align with the DWSNZ.

<sup>3</sup> Prior to LTP 2021 this LOS was six individual LOS's. The six measures were aggregated into the one LOS with the LTP2021 to help minimise the number of community performance measures and align us with other councils and national benchmarking. Reclassification to meet Audit and Governance expectations.

<sup>4</sup> Prior to LTP 2021-31 these LOS were calculated as four individual LOS's, refer to Annual Report for historical results.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
d) Pressure or flow e) Continuity of supply f) Council's response to any of these issues per 1,000 properties served per year.							
<b>Council operates water supplies in a reliable manner</b>							
12.0.1.2 Number of unplanned interruptions per 1,000 properties served per year	17.7	38.4	9.94	≤ 39 <sup>1</sup>	≤ 40	≤ 41	≤ 42
12.0.1.13 Proportion of residents satisfied with reliability of water supplies	81%	72%	75%	≤ 75% <sup>2</sup>	≥ 80%		≥ 60%
<b>Council operates water supplies in a responsive manner</b>							
12.0.1.10 Median time (in hours) from notification to attendance of urgent call-out	0.62 hours	0.68 hours	1.07 hours	≤ 1 hour	≤ 1 hour		
12.0.1.12 Median time (in hours) from notification to resolution of urgent call-outs	2.0 hours	2.4 hours	3.87 hours	≤ 5 hours	≤ 5 hours		
12.0.1.9 Median time (in hours) from notification to attendance of non-urgent call-outs	4.6 hours	19.0 hours	2 days 23 hours	≤ 72 hours	≤ 72 hours		
12.0.1.11 Median time (in hours) from notification to resolution of non-urgent call-outs	6 hours	21.1 hours	3 days 4 hours 24 minutes	≤ 96 hours	≤ 96 hours		

<sup>1</sup> Increase target with the LTP 2021-31 to align with the expected number of failures as shown by renewals models.

<sup>2</sup> Reduce the targets with the LTP 2021-31 to a level likely to be achievable given past performance and the anticipated increase in failures.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
12.0.1.14 The proportion of residents satisfied with Council responsiveness to water supply problems	60%	54%	52%	≤ 55% <sup>1</sup>	≥ 60%	≥ 65%	≥ 60%
<b>Council water supply networks and operations are sustainable</b>							
12.0.7 Average consumption of drinking water in litres per resident per day	209 litres per resident per day	229 litres per resident per day	398 litres per resident per day	≤ 220 litres per resident per day <sup>2</sup>	≤ 215 litres per resident per day	≤ 210 litres per resident per day	≤ 180 litres per resident per day
12.0.6 Percentage of real water loss from Council's water supply reticulated network <sup>3</sup>	23%	23%	23.5%	≤ 24%	≤ 25%		≤ 26%

<sup>1</sup> Amendment with the LTP 2021-31 of the performance measure due to improved understanding in resident surveys. Reduce targets to achievable levels, given past performance, ramping up to the previous target time. Amendment to proposed target from draft LTP ≥65%/≥70%/≥75%/≥85% to ≥55%/≥60%/≥65%/≥60% across the 10-year period, in the final LTP. Residents continue to express poor satisfaction with the responsiveness of Council to water supply faults. 2020/21 results show a resident satisfaction with water quality of 52%. Reasons for poor satisfaction are the failure to remove chlorine from the water supply in the timeframe initially supplied and delays in repairing low priority leaks. We predict short-term increases in resident satisfaction with responsiveness to faults as:

- Wording changes in the 2021 activity plan make clear that the performance measure covers responsiveness to problems/faults.
- Collaboration with maintenance contractors is giving faster responses to faults and issues.

In the long term, resident satisfaction may decrease again as the renewals backlog and failures are forecast to peak in 2031-2037.

<sup>2</sup> Usage has been significantly less than the target since last LTP, therefore the targets are reduced to close the gap between the target and our actual performance.

<sup>3</sup> Calculated from night time flow measurement and total water abstraction.

## Wastewater Collection, Treatment and Disposal

This Group of Activity consists of only one activity, which is Wastewater.

This Group of Activity primarily contribute to the following community outcomes:

- Resilient communities
  - Safe and healthy communities
- Healthy environment
  - Healthy water bodies

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<b>Social</b> Social, cultural and environmental effects of wastewater overflows.	Maintain resource consent compliance. Reduce overflows through projects identified in the city-wide wastewater optimisation project. Fully calibrate wastewater network models through using recent flow monitoring data. Increase flow monitoring on wastewater pump stations and trunk sewers. Continue to implement processes for erecting signage and public notification where overflows could result in health risks. Provide on-site attenuation where required in capacity constraint areas. Clean and maintain siphons and wastewater mains in accordance with maintenance plan. Use flood modelling scenarios to identify areas at risk of inundation and undertake projects to reduce risk of flood water getting into the wastewater network.
Social effects as a result of midges from treatment ponds.	Midge control programme:- <ul style="list-style-type: none"> <li>• Jet boat and midge dredge on the ponds every fortnight during breeding season</li> <li>• Midge traps deployed and weekly monitoring programme</li> </ul>
<b>Economic</b> Cost of operating wastewater collection, treatment and disposal systems.	Follow documented procedures and industry best practice for cost minimisation. Follow technological developments and implement cost saving initiatives on a continuous improvement basis. Focus process key performance indicators on cost efficiency. Ensure staff are kept updated with technological and operational best practice through attendance at conferences and participation in specialist industry working groups.
<b>Environmental</b>	

Negative Effect	Mitigation
Odour from wastewater networks and wastewater treatment plants.	<p>Odour control systems installed in problem areas.</p> <p>Operate odour control systems in accordance with procedures including regular maintenance to remove build-ups of odour causing compounds.</p> <p>Robust work planning at wastewater treatment plants to avoid odour events.</p> <p>Good design of wastewater networks to prevent creation of anaerobic conditions / adequate ventilation.</p> <p>Enforce trade waste bylaws.</p> <p>Monitor and control illegal discharge of chemicals and toxins to the wastewater system.</p>
Potential for negative environmental effect of treated wastewater discharges.	<p>Maintain resource consent compliance.</p> <p>Operate and maintain treatment plant and disposal services according to best practice.</p> <p>Monitor trade waste discharges to ensure unacceptable pollutants are not released to the WWTP.</p> <p>Monitor and control illegal discharge of chemicals and toxins to the wastewater system to avoid process failure.</p>
Biosolids disposal to the environment.	<p>Continue to dry biosolids to reduce volume, kill pathogens and enable reuse.</p> <p>Monitor trade waste discharges to ensure potential pollutants are not released to the wastewater treatment plants and carried over into the biosolids, maintaining quality of biosolids.</p> <p>Continue with beneficial reuse of biosolids.</p> <p>Implementation of biosolids master plan to reduce operational carbon.</p>
Carbon generated from wastewater services.	Implementation of biosolids master plan to reduce operational carbon.
<p><b>Cultural</b></p> <p>Cultural impact of effluent discharge to water bodies.</p>	<p>Work collaboratively with Ngāi Tahu and local Rūnanga to find cost effective solutions that address cultural concerns.</p> <p>Consider options to discharge treated wastewater from Akaroa and Duvauchelle to land instead of Akaroa Harbour.</p> <p>Implement the project to divert wastewater from Lyttelton, Governors Bay and Diamond Harbour to the Christchurch Wastewater Treatment Plant, instead of Lyttelton Harbour.</p>

Note: There were no material variations in the Long-term Plan from our assessment of water and other sanitary services.



## Wastewater Collection, Treatment and Disposal

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Council operates wastewater services in a reliable manner</b>							
11.0.1.16 Proportion of residents satisfied with the reliability and responsiveness of wastewater services	71%	66%	60%	≤ 67%	≥ 65% <sup>1</sup>		≥ 60%
11.0.1.10 Total number of complaints per 1000 properties received by Council per year about: <sup>2</sup> a) Wastewater odour b) Wastewater system faults c) Wastewater system blockages d) Council's response to any of these issues.	New level of service 5.19 complaints per 1000 properties 7.47 complaints per 1000 properties Calculated result not available (Calculated for LTP 2021-31 planning)			≤ 10.7 complaints per 1000 properties	≤ 10.7 complaints per 1000 properties		
11.0.1.18 Percentage of total wastewater gravity network pipework length at condition grade 5 (very poor)	9.4%	9.3%	8.9%	≤ 13% <sup>3</sup>	≤ 15%	≤ 17%	≤ 26%
<b>Council has high wastewater discharge quality</b>							
11.1.2.0 Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year <sup>2</sup>	0 notices <sup>4</sup>			0 notices	0 notices		

<sup>1</sup> Based on past performance and the fact that the network faults and overflows are anticipated to increase as network condition deteriorates, targets are reduced to an achievable level.

<sup>2</sup> Prior to LTP 2021 this LOS was four individual LOS's. The four measures were aggregated into the one LOS with the LTP2021 to help minimise the number of community performance measures and align us with other councils and national benchmarking. Refer to Annual Reports for historical results.

<sup>3</sup> Targets from the previous LTP 2018-28 were based on a modified version of the NZPIM condition grading methodology. Changing to the AAIF condition assessment methodology means the targets should also change to reflect the new methodology. The current 9.4% condition 5 pipes is equivalent to 4.5% under the AAIF methodology. Many inspections informing the condition grades are approaching 10 or more years old and may not represent the current state of the pipe. New targets take estimated deterioration occurring since inspection into account with the method of measurement changed to include this deterioration.

<sup>4</sup> Reclassification to meet Audit and Governance expectations, combining four DIA measures into one measure.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Council operates wastewater services in a responsive manner</b>							
11.0.1.1 Median time (in hours) from notification to arrival on-site for urgent faults on rural wastewater networks	0.72 hours	0.82 hours	1.39 hours	≤ 2 hours	≤ 2 hours		
11.0.1.2 Median time (in hours) from notification to arrival on-site for urgent faults on urban wastewater networks	0.48 hours	0.47 hours	0.31 hours	≤ 1 hours	≤ 1 hours		
11.0.6.3 Median time (in hours) from notification to arrival on-site for non-urgent faults on rural wastewater networks	2.28 hours	59.1 hours	3 days 2 hours and 47 minutes	≤ 120 hours	≤ 120 hours		
11.0.6.2 Median time (in hours) from notification to arrival on-site for non-urgent faults on urban wastewater networks	2.28 hours	38.0 hours	12 hours 7 minutes	≤ 120 hours	≤ 120 hours		
11.0.1.5 Median time (in hours) from notification to attendance of overflows resulting from network faults	0.55 hours	0.54 hours	0.53 hours	≤ 1 hours	≤ 1 hours		
11.0.1.6 Median time (in hours) from notification to resolution of overflows resulting from network faults	2.41 hours	1.90 hours	2.1 hours	≤ 24 hours	≤ 24 hours		
<b>Public health is protected from Council wastewater services</b>							
11.0.5.2 Number of dry weather overflows from wastewater systems per 1,000 connected properties per year	0.54 per 1,000 properties	0.6 per 1,000 properties	0.52 per 1,000 properties	≤ 0.7 per 1,000 properties	≤ 0.7 per 1,000 properties		≤ 0.8 per 1,000 properties

## Stormwater Drainage

This Group of Activity consists of only one activity, which is Stormwater Drainage.

This Group of Activity primarily contributes to the following community outcomes:

Resilient communities

- Safe and healthy communities

Healthy environment

- Healthy water bodies

Prosperous economy

- Modern and robust city infrastructure and community facilities

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<b>Social</b> Social, cultural and environmental effects of construction works.	Management of construction activities to minimise risk of non-compliance with relevant consent conditions.
Social, cultural and environmental effects of stormwater discharges into waterways.	Ongoing education and works programme to reduce encroachment and degradation of waterways through development, flooding issues due to development within secondary flow paths and increasing contaminant loadings and quantities of run-off. Develop and deliver stormwater management plans that consider all six values and set appropriate, measurable performance targets. Monitor stormwater discharges and instigate appropriate remedial actions as may be necessary to address potential non-compliances.
Future risk to levels of service as climate change and sea level rise strain the effectiveness of stormwater system (projected increased stormwater volumes in more frequent, more extreme events and decreasing hydraulic gradient).	Investigations to better understand how climate change will affect demand and capacity in order to maximise effectiveness of future investment and adaptation. Engage community in cost vs level of service provision discussion. Work with town planners and those engaged in community consultation on dynamic adaptive planning to ensure a holistic approach is taken.
Social and economic effects of flooding caused by declining stormwater conveyance and flood storage capacity due to urban infill.	Appropriate provisions in the District Plan and the Stormwater Bylaw and increased provision of Council resources for community education, monitoring and enforcement.
<b>Economic</b> Cost to Council / ratepayers of operating stormwater drainage network.	Follow documented procedures and industry best practice for cost minimisation. Follow technological developments and implement cost saving initiatives on a continuous improvement basis. Focus process of defining key performance indicators on cost efficiency.

<b>Negative Effect</b>	<b>Mitigation</b>
	Ensure staff are kept updated with technological and operational best practice through attendance at conferences and participation in specialist industry working groups.
Cost to Council/ratepayers of future work needed to upgrade system in order to appropriately manage projected increased volumes of stormwater in more frequent, more extreme events and decreasing hydraulic gradient resulting from climate change and sea level rise.	Investigations to better understand how climate change will affect demand and capacity in order to maximise effectiveness of future investment and adaptation. Work with town planners and those engaged in community consultation on dynamic adaptive planning to ensure a holistic approach is taken.
Meeting increasing community and regulatory requirements for improved stormwater quality requires ongoing capital and operational expenditure commitment by Council.	Ongoing education and works programme to reduce creation of stormwater contamination at source and reduce contaminant load, necessary to reduce the reliance on infrastructure for contaminant removal through provision of stormwater treatment facilities and devices. Provision of adequate capital and operational expenditure to meet the regulatory requirements and community levels of service.
Meeting community and regulatory requirements for management of stormwater quantity, including flooding and the effects on it from climate change, requires ongoing capital and operational expenditure commitment by Council.	Appropriate provisions in the District Plan and the Stormwater Bylaw and increased provision of Council resources for community education, monitoring and enforcement. Timely development and implementation of an effective Council Climate Change Adaptation Plan. Provision of adequate capital and operational expenditure to meet the regulatory requirements and community levels of service.
<b>Environmental</b> Embedded carbon in capital works contribute to council and district greenhouse gas footprint.	Take a whole-of life approach to greenhouse gases. Seek guidance on carbon pricing in order to affordably minimise embedded carbon in capital works. Train staff as necessary.
Urban development increases the contaminant load in stormwater discharges.	Retrofit treatment of existing urban areas.
<b>Cultural</b> Without suitable consideration for cultural values with how we renew, plan for, construct and operate our networks, Council will not meet central government legislation requirements.	By conserving and improving our landscapes and biodiversity which are taonga, mahinga kai will be enhanced through our activities. This can be achieved over time by ensuring that good stormwater management practice is carried out by Council in its planned works and maintenance activities, and by the community in general.  Also by protecting our heritage items such as the Lyttelton Brick Barrel piped network, we are preserving our heritage for future generations.

## Stormwater Drainage

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Council responds to flood events, faults and blockages promptly and effectively</b>							
14.0.10 Council responds to flood events, faults and blockages promptly and effectively: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site	No flooding events	No flooding events	No flooding events	≤60 mins urban ≤120 mins rural  <i>(Both targets must be met for the level of service to be met.)</i>	≤60 mins urban ≤120 mins rural  <i>(Both targets must be met for the level of service to be met.)</i>		
14.0.11.3 Stormwater network is managed to minimise risk of flooding, damage and disruption: Number of complaints received by a territorial authority about the performance of its stormwater system <i>(Expressed per 1000 properties connected to the territorial authority's stormwater system.)</i>	6.74 complaints per 1000 properties	6.07 complaints per 1000 properties	0.5 formal complaints per 1000 properties (9.82 requests for service per 1000 properties)	< 9 complaints per 1000 properties <sup>1</sup>	< 9 complaints per 1000 properties	< 8 complaints per 1000 properties	
<b>Council maintains waterway channels and margins to a high standard</b>							
14.0.3 Council manages the stormwater network in a responsible and sustainable manner: Resident satisfaction with Council's management of the stormwater network	47%	43%	45%	≥40% satisfaction <sup>2</sup>	≥40% satisfaction	39%	35%

<sup>1</sup> The method of measurement changed with the LTP 2021-31 to refer to the targets as “requests for service” rather than complaints and using the records from Councils RFS data system (Hybris) rather than call centre records.

<sup>2</sup> The target values have been reduced with the LTP 2021-31 based on the constrained level of funding proposed for infrastructure upgrades, renewals and improvements which will likely affect reported resident satisfaction levels as the asset base continues to deteriorate and flood mitigation isn't addressed.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Council manages the stormwater network in a responsible and sustainable manner</b>							
14.0.2.1 Council manages the stormwater network in a responsible and sustainable manner: Number of abatement notices regarding Council resource consents related to discharges from the stormwater networks per year	0	0	1	0 abatement notices	0 abatement notices		
14.0.2.4 Council manages the stormwater network in a responsible and sustainable manner: Number of infringement notices regarding Council resource consents related to discharges from the stormwater networks per year	0	0	1	0 infringement notices	0 infringement notices		
14.0.2.3 Council manages the stormwater network in a responsible and sustainable manner: Number of enforcement orders regarding Council resource consents related to discharges from the stormwater networks per year	0	0	0	0 enforcement orders	0 enforcement orders		
14.0.2.2 Council manages the stormwater network in a responsible and sustainable manner: Number of successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year	0	0	0	0 successful prosecutions	0 successful prosecutions		
<b>Stormwater network is managed to minimise risk of flooding, damage and disruption</b>							

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
14.0.11.2 Stormwater network is managed to minimise risk of flooding, damage and disruption: The number of flooding events that occur	0	0	0	<2 flooding events <sup>1</sup>	<2 flooding events		
14.0.11.1 Stormwater network is managed to minimise risk of flooding, damage and disruption: For each flooding event, the number of habitable floors affected. <i>(Expressed per 1000 properties connected to the territorial authority's stormwater system)</i>	0	0	0	<0.1 habitable floors per 1000 properties	<0.1 habitable floors per 1000 properties		
14.0.11.4 Percentage of total stormwater gravity network pipework length at condition grade 5 (very poor) <i>(Lengths of pipe at condition 5, divided by total stormwater pipe length, expressed as a percentage)</i>	New item in 2018, no data has been collected		Achieved	≤ 7%	≤ 7%		≤ 10%

<sup>1</sup> Site inspection reports. Where a flood event is defined as a result of the capacity of the stormwater network (either primary or secondary flow paths) being exceeded. Additional information added to inform the reader what the DIA's definition of a "flood event" is.

## Flood Protection and Control Works

This Group of Activity consists of only one activity, which is Flood Protection and Control Works

This Group of Activities primarily contribute to the following community outcomes:

Healthy environment

- Healthy water bodies

Prosperous economy

- Modern and robust city infrastructure and community facilities

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Social, cultural and environmental effects of construction works.</p>	<p>Management of construction activities to minimise risk of non-compliance with relevant consent conditions.</p>
<p>Social, cultural and environmental effects of stormwater discharges into waterways.</p>	<p>Ongoing education and works programme to reduce contaminant load. Develop and deliver stormwater management plans that consider all six values and set appropriate, measurable performance targets. Monitor stormwater discharges and instigate appropriate remedial actions as may be necessary to address potential non-compliances.</p>
<p>Future risk to levels of service as climate change and sea level rise strain the effectiveness of stormwater and flood management system (projected increased stormwater volumes in more frequent, more extreme events and decreasing hydraulic gradient). Risk to living assets through more frequent, more intense drought, higher temperatures and seasonal shifts.</p>	<p>Investigations to better understand how climate change will affect demand and capacity in order to maximise effectiveness of future investment and adaptation. Engage community in cost vs LOS discussion. Work with town planners and those engaged in community consultation on dynamic adaptive planning to ensure a holistic approach is taken.</p>
<p>Social and economic effects of flooding caused by declining stormwater conveyance and flood storage capacity due to urban infill.</p>	<p>Appropriate provisions in the District Plan and the Stormwater Bylaw and increased provision of Council resources for community education, monitoring and enforcement.</p>
<p><b>Economic</b></p> <p>Cost to Council / ratepayers of operating flood management system.</p>	<p>Follow documented procedures and industry best practice for cost minimisation. Follow technological developments and implement cost saving initiatives on a continuous improvement basis.</p>



Negative Effect	Mitigation
	Focus process of defining key performance indicators on cost efficiency. Ensure staff are kept updated with technological and operational best practice through attendance at conferences and participation in specialist industry working groups.
Cost to Council/ratepayers of future work needed to upgrade system in order to appropriately manage projected increased volumes of stormwater in more frequent, more extreme events and decreasing hydraulic gradient resulting from climate change and sea level rise. Risk of eutrophication of wetlands and waterways and devegetation of assets in drought.	Investigations to better understand how climate change will affect demand and capacity in order to maximise effectiveness of future investment and adaptation. Work with town planners and those engaged in community consultation on dynamic adaptive planning to ensure a holistic approach is taken.
Meeting increasing community and regulatory requirements for improved stormwater quality requires ongoing capital and operational expenditure commitment by Council.	Ongoing education and works programme to reduce creation of stormwater contamination at source and reduce contaminant load, necessary to reduce the reliance on infrastructure for contaminant removal through provision of stormwater treatment facilities and devices. Provision of adequate capital and operational expenditure to meet the regulatory requirements and community levels of service.
Meeting community and regulatory requirements for management of stormwater quantity, including flooding and the effects on it from climate change, requires ongoing capital and operational expenditure commitment by Council.	Appropriate provisions in the District Plan and the Stormwater Bylaw and increased provision of Council resources for community education, monitoring and enforcement. Timely development and implementation of an effective Council Climate Change Adaptation Plan. Provision of adequate capital and operational expenditure to meet the regulatory requirements and community levels of service.
<p><b>Environmental</b></p> <p>Embedded carbon in capital works contribute to council and district greenhouse gas footprint.</p>	Take a whole-of life approach to greenhouse gases. Seek guidance on carbon pricing in order to affordably minimise embedded carbon in capital works. Train staff as necessary.
Urban development increases the contaminant load in stormwater discharges.	Retrofit treatment of existing urban areas.
<p><b>Cultural</b></p> <p>Without suitable consideration for cultural values with how we renew, plan for, construct and operate our networks, Council will not meet rūnanga and central government legislation requirements.</p>	By conserving and improving our landscapes and biodiversity which are taonga, mahinga kai will be enhanced through our activities. This can be achieved over time by ensuring that good stormwater management practice is carried out by Council in its planned works and maintenance activities, and by the community in general.

## Flood Protection and Control Works

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Reduce risk of flooding to property and dwellings during extreme rain events</b>							
14.1.6.1 Manage the risk of flooding to property and dwellings during extreme rain events: Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage	Above floor flood risk reduction by 57 properties	Above floor flood risk reduction by 44 properties	Above floor risk reduction by 43 properties	≥ 0 properties per annum on a rolling three-year average <sup>1</sup>	≥ 0 properties per annum on a rolling three-year average		
<b>Major flood protection and control works are maintained, repaired and renewed to key standards</b>							
14.1.6.3 Manage the risk of flooding to property and dwellings during extreme rain events: Number of surface water network monitoring sites (flow, level or rainfall)	+ 9 sites	+ 2 sites	+5 sites	+2 sites (73)	+2 sites (75)	+2 sites (77)	+2 sites (95)
14.1.3.2 Major flood protection and control works are maintained, repaired and renewed to key standards: Stopbank crest surveys are carried out at required intervals	Annual	Annual	Stopbank crest level survey completed	Annually	Annually		
14.1.3.1 Major flood protection and control works are maintained, repaired and renewed to key standards: Cross sectional surveys of selective waterways are carried out at required intervals	Carried out	Carried out	Not completed in FY21 as not required for another year	2-5 yearly or as required	2-5 yearly or as required		

<sup>1</sup> Amended with the LTP 2021-31 makes the target more measureable per annum on a rolling three-year average target. The target is altered to match the level of service that could be obtained with the Recommended Funding Option proposed in the Asset Management Plan.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
14.1.3.3 Major flood protection and control works are maintained, repaired and renewed to key standards: Stopbanks identified as not meeting the original design requirements for condition and/or height are repaired within 9 months	100%	100%	100%	75%	75%	80%	100%

## Transport

This Group of Activities consists of only one activity, Transport, which has the following services:

1. Transport Safety
2. Transport Access
3. Transport Environment

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Safe and healthy communities

Liveable city

- A well-connected and accessible City promoting active and public transport

Prosperous economy

- Modern and robust city infrastructure and facilities network.

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Lower perceived safety due to narrower roads in some places.</p>	<p>Increase public communications to promote awareness of changes and benefits.</p>
<p><b>Economic</b></p> <p>Decreased availability of parking as a result of some transport improvement projects such as the slow core project, bus lanes or cycleways</p> <p>Priority for some modes may cause increased travel time for private vehicles on certain roads.</p>	<p>Consultation with the public prior to any car park removal and where possible provide car parking on parallel side roads or parking in off-street facilities.</p> <p>Routes provided to accommodate and prioritise different modes as per the Council's Network Management Plan.</p>
<p><b>Environmental</b></p> <p>Emissions from transport is proven to have a considerable impact on Global Warming and Climate change.</p> <p>Contaminants from road surfaces entering natural waterways have adverse effects on water quality and aquatic life.</p>	<p>Increase investment in alternative transport choices and improvement to the level of service for cycling, walking and public transport.</p> <p>Increase road sweeping and maintenance to improve road surface condition alongside rain gardens and other measures to provide stormwater treatment.</p>
<p>Potential adverse visual effects as a result of new transport infrastructure.</p>	<p>Design facades and parking facilities to integrate with surroundings to minimise negative visual effects, including planting.</p>

Negative Effect	Mitigation
<b>Cultural</b> Uneven road surfaces can result in safety issues and a poor customer experience.	Continue to implement a programme to smooth road surfaces based on road condition data.

## Transport - Safety, Access and Environment

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Safety: our networks and services are safe</b>							
10.0.6.1 Reduce the number of death and serious injury crashes on the local road network <sup>1</sup>	118 crashes	115 crashes	100 crashes	≤ 105 crashes	≤ 100 crashes	≤ 96 crashes	≤ 71 crashes <sup>2</sup>
10.5.1 Limit deaths and serious injuries per capita for cyclists and pedestrians <sup>3</sup>	44 crashes (12 per 100,000 residents)	42 crashes (11 per 100,000 residents)	43 crashes (11 per 100,000 residents)	≤ 12 crashes per 100,000 residents <sup>3</sup>	≤ 12 crashes per 100,000 residents		
10.7.6 Delivery of school cycle skills and training	New level of service <sup>4</sup>			≥ 3,000 students per annum	≥ 3,000 students per annum		

<sup>1</sup> Amended with LTP 2021-31 to clarify the level of service and focus on Council controlled roads.

<sup>2</sup> The longer term target was adjusted with the LTP 2021-31 to reflect alignment with the national Vision Zero target of a 40% reduction in the number of death and serious injury crashes by 2030.

<sup>3</sup> Level of service and targets amended with LTP 2021-31 to capture the proportionality of safety risks in-line with the projected population and user growth of these modes of travel.

<sup>4</sup> Delivery of courses to students through year 6 Cycle Safe and other community training (number of students). Improved alignment with Community Outcomes, and clearer focus for residents.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Access: Our networks and services support access for all, provide travel choices and improve liveability</b>							
10.5.41 Increase access within 15 minutes to key destination types by walking	New level of service			≥ 53% of residential land holdings with a 15-minute walking access	≥ 48% of residential land holdings with a 15-minute walking access <sup>1</sup>	≥ 49% of residential land holdings with a 15-minute walking access	≥ 54% of residential land holdings with a 15-minute walking access <sup>1</sup>
16.0.2 Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE)	74%	76%	79%	≥ 75% of the sealed local road network meets the appropriate national standard <sup>2</sup>	≥ 75% of the sealed local road network meets the appropriate national standard		≥ 80% of the sealed local road network meets the appropriate national standard
16.0.1 Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year	2.3%	3.6%	3.5%	≥5% <sup>2</sup>	≥5%		≥6%
16.0.3 Improve resident satisfaction with road condition	27%	26%	29%	≥2.5% resident satisfaction <sup>3</sup>	≥ 25% resident satisfaction	≥3.0% resident satisfaction	≥ 50% resident satisfaction
16.0.8 Maintain the condition of footpaths (The percentage of footpaths with a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's	88%	88%	81.9%	≥ 80% footpaths rated 1,2 or 3	≥81% footpaths rated 1,2 or 3 <sup>2</sup>	≥82% footpaths rated 1,2 or 3	≥85% footpaths rated 1,2 or 3

<sup>1</sup> Change to performance targets which relates to a process refinement, where walking speed input is changed from 5km/hr to 4km/hr, which results in a reduction in walkable Catchment size. The refinement makes the speed assumptions more demographically inclusive and aligned to those used for the Spatial Plan (The Ōtautahi Plan).

<sup>2</sup> With the increased investment in renewals adopted with LTP 2021-31 a higher target has been set for these three levels of service, 16.0.1, 16.0.2 and 16.0.8.

<sup>3</sup> In the annual resident surveys, one of the main factors residents mention as the reason of non-satisfaction from road conditions is temporary traffic works and disruptions. The Long-term Plan included a large number of construction projects including shovel ready projects as well as a considerable increase in the road maintenance projects. These works will likely cause a lower satisfaction rate in the short-term with an increase in satisfaction over the longer term.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
relevant document (such as LTP or Annual Plan))							
16.0.9 Improve resident satisfaction with footpath condition	41%	40%	36%	≥40% resident satisfaction	≥41% resident satisfaction	≥42% resident satisfaction	≥50% resident satisfaction
16.0.10 Maintain the perception that Christchurch is a walking friendly city <sup>1</sup>	85%	83%	≥85%	≥85% resident satisfaction <sup>2</sup>	≥85% resident satisfaction		
16.0.13 Respond to customer service requests within appropriate timeframes (The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the LTP)	95%	45%	72%	≥70% customer service requests are completed, or inspected and programmed within timeframes	≥75% customer service requests are completed, or inspected and programmed within timeframes	≥80% customer service requests are completed, or inspected and programmed within timeframes	
10.3.3 Maintain customer perception of the ease of use of Council on- street parking facilities	49%	43%	49%	≥50% resident satisfaction	≥50% resident satisfaction		
10.3.7 Maintain customer perception of vehicle and personal security at Council off-street parking facilities	59%	51%	50%	≥50% resident satisfaction	≥50% resident satisfaction		
<b>Environment: our networks and services are environmentally sustainable and resilient</b>							
10.0.2 Increase the share of non-car modes in daily trips	New level of service		37% (calculated using new	≥17% of trips undertaken by non-car modes	≥36% of trips undertaken by non-car modes <sup>3</sup>	≥37% of trips undertaken by non-car modes	≥41% of trips undertaken by non-car modes

<sup>1</sup> Change LOS description with the LTP 2021-31 from “Improve the perception” to “Maintain the perception”.

<sup>2</sup> A consistent 85% target for this level of service is an appropriate minimum. With the increased investment in shared-paths, maintenance other improvements the plan is to maintain this level of satisfaction.

<sup>3</sup> Change to performance targets which reflects the delivery of the Household Transport Survey (HTS) on an annual basis by Waka Kotahi NZ Transport Agency and Ministry of Transport has been delayed due to the pandemic and the level of certainty of its delivery over the next years is unknown at this stage. The Council has a very limited control on the process and delivery of the surveys. Therefore, the Council will be using the Life in Christchurch survey. HTS considers all trips made by all members of the responding household while Life in Christchurch focuses on an individual who is most likely an individual adult member of a household. While HTS is a more accurate measure for this level of service, in the absence of data, we suggest changing to an internally controlled data source. Therefore the target for this level of service is adjusted accordingly.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
			method of measurement)				
10.5.42 Increase the infrastructure provision for active and public modes	New level of service <sup>1</sup>			≥ 570 kilometres (total combined length)	≥ 585 kilometres (total combined length)	≥ 600 kilometres (total combined length)	≥ 685 kilometres (total combined length)
10.5.2 Improve the perception that Christchurch is a cycling friendly city	64%	61%	64%	≥55% resident satisfaction	≥66% resident satisfaction	≥67% resident satisfaction	≥75% resident satisfaction
10.5.3 More people are choosing to travel by cycling	7,636	5,485	11,400 trips (3.6% increase in average daily trips (against revised 2019/20 trip count of 11,000))	≥12,000 average daily cyclist detections	≥12,500 average daily cyclist detections	≥13,500 average daily cyclist detections	≥20,000 average daily cyclist detections
10.4.4 Improve user satisfaction of public transport facilities (number and quality of shelters and quality of bus stop) <sup>2</sup>	7.1 (70% resident satisfaction)	7.3 (71% resident satisfaction)	8.4 (76.36% resident satisfaction)	≥71% resident satisfaction	≥72% resident satisfaction <sup>3</sup>	≥73% resident satisfaction	≥75% resident satisfaction

<sup>1</sup> Added with the LTP 2021-31, total combined length of bus priority lanes, shared-paths, cycle paths, cycle lanes and marked quiet streets in kilometres (inclusive of the assets along state highways). This transport objective measures the expansion of the active and public transport network city-wide to provide alternative transport choices to the private car for a wide range of customers.

<sup>2</sup> Description changed with LTP 2021-31 from (number and quality of bus shelters) to (number and quality of shelters and quality of bus stop). To clarify the level of service inclusions. Note that public transport facilities include components which are not controlled by the council.

<sup>3</sup> Changed with the LTP 2021-31 from Annual Environment Canterbury Metro user satisfaction survey to Annual Life in Christchurch Survey.



## Solid Waste and Resource Recovery

This Group of Activity consists of only one activity, which is Solid Waste and Resource Recovery.

This Group of Activity primarily contribute to the following community outcomes:

Resilient Communities

- Safe and healthy communities

Healthy environment

- Sustainable use of resources and minimising waste

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Potential noise and odour from waste and recovered materials processing sites.</p>	Ongoing improvement of onsite practices as needed, implement redevelopment options, and monitoring of complaints.
<p><b>Economic</b></p> <p>The cost of recycling material through the Material Recovery Facility becomes uneconomic.</p>	Finding local buyers for recycling material and supporting the circular economy, improving our processing quality, and working with Central Government to ensure products entering the economy are suitable for recycling.
<p><b>Environmental</b></p> <p>Pollution and noise generated by collection, and transportation of waste and recovered materials.</p>	Alternative methods of collection and transportation are prioritised including electric vehicles. Waste minimisation and education programmes as detailed in the WMMP 2020.
<p>Potential noise and odour from waste and recovered materials processing sites</p>	Ongoing improvement of onsite practices as needed, and monitoring of complaints.
<p>Too much waste is sent to landfill.</p>	Ongoing waste diversion processes (recycling and composting), education for all communities, and support for businesses to reduce waste through <i>Target Sustainability</i> . See the detailed Action Plan in the WMMP 2020. Proactive engagement to reduce packaging and upcycling.
<p>Effects of land filling including the occupation of land, methane and leachate generation.</p>	Ongoing waste minimisation programmes and Actions defined in the WMMP 2020. Capture of landfill gas at Kate Valley landfill, and the utilisation of Burwood landfill gas for energy supply to Council facilities.

Negative Effect	Mitigation
<b>Cultural</b> Potential impacts with closed landfill remediation.	Engagement with Mana Whenua to mitigate potential impacts.

Note: There is no significant variation between the Council's waste management and waste minimisation plan (WMMP) and proposals in this draft Long-term Plan.

## Solid Waste and Resource Recovery

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Waste minimisation</b>							
8.0.8 Maintain awareness of putting the right items in the right bin	New level of service <sup>1</sup>			Minimum of 4 campaigns per year	Minimum of 4 campaigns per year		
<b>Domestic Kerbside Collection</b>							
8.0.2 Kerbside wheelie bins emptied by Council services <sup>2</sup>	99.5%	99.5%	99.91%	At least 99.5% collection achieved when items correctly presented for collection	At least 99.5% collection achieved when items correctly presented for collection		
8.0.3 Customer satisfaction with kerbside collection service <sup>3</sup>	88%	80%	76%	At least 80% customers satisfied with Council's kerbside collection service for each year	At least 80% customers satisfied with Council's kerbside collection service for each year	At least 85% customers satisfied with Council's kerbside collection service for each year	At least 90% customers satisfied with Council's kerbside collection service for each year

<sup>1</sup> New LOS with LTP 2021-31 to inform and educate Residents with Resource Recovery.

<sup>2</sup> Measuring and managing collection performance for all kerbside collection services in 1 survey. Previously recyclables (8.0.3), residual waste (8.1.3) and organic material (8.2.2) were measured separately.

<sup>3</sup> Measuring and managing customer satisfaction across all kerbside collection services in 1 survey for recyclables, residual waste and organic material.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
8.0.1 Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF)	106 Achieved	91.1 kg Not achieved *	64.04 kg Not achieved *	80 kg (+40%/≤10%) recyclable materials / person / year collected and received by Council services	75kg (+40%/-10%) recyclable materials / person / year collected and received by Council services	70kg (+40%/-10%) recyclable materials / person / year collected and received by Council services	55kg (+40%/-10%) recyclable materials / person / year collected and received by Council services
8.2.1 Total organic material collected at Council facilities and diverted for composting	215.0 kg/person/year	202.2 kg/person/year	201.74 kg/person/year	> 195 kg + 30% / - 10% / person / year	> 200kg + 30% / - 10% / person / year		
8.1.2 Total residual waste collected by Council services <sup>1</sup>	111.9 kg per person	108.1 kg per person	108.19 kg per person	≤130 kg/person/year	≤120kg/person /year	≤110kg/person /year	≤105kg/person /year
<b>Public waste drop-off services</b>							
8.1.5.3 Provide accessible drop off facilities for materials not accepted in the kerbside collection or in excess of the kerbside allocation	New level of service <sup>2</sup>			Provide 4 public transfer stations (3 city and 1 rural) with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site – min of 3 days a week (12:00-16:00)	Provide 4 public transfer stations (3 city and 1 rural) with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site – min of 3 days a week (12:00-16:00)		

<sup>1</sup> LOS description changed with LTP 2021-31 from “Tonnage” to “Total”. Key business driver measuring and managing kerbside waste sent to landfill by Council services. Is also an indicator of community behaviour towards reducing waste to landfill. Higher tonnages due to Covid-19 in FY20/21, future changes in service delivery including greater flexibility in bin sizes to improve quality of recovered products, pricing incentives will also support waste reduction. This factors in a reduction of organic material in the red bin

<sup>2</sup> New LOS included in LTP 2021-31 to ensure Facilities are provided for Resource Recovery activities

\*Result affected by COVID-19.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Residual Waste Disposal</b>							
Residual Waste Disposal							
8.1.7 Maximise beneficial use of landfill gas collected from Burwood landfill	96.0%	96.3%	97.34%	Landfill gas to be available to facilities that utilise the gas at least 95% of the time	Landfill gas to be available to facilities that utilise the gas at least 95% of the time		

## Housing

This Group of Activity consists of only one activity, which is Community Housing.

This Group of Activity primarily contribute to the following community outcomes:

Resilient communities

- Safe and healthy communities

Liveable city

- Sufficient supply of, and access to, a range of housing

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Potential neighbourhood discomfort with proposed changes to housing type, density and community mix.</p>	Complete effective consultative processes with neighbourhoods and key stakeholders.
Anti-social behaviour.	Small complex sizes or mixed tenure sites would mitigate some of the issues.
<p><b>Economic</b></p> <p>Neighbouring properties house values may be negatively affected.</p>	Blind mixed tenure, where the housing type is not obvious.
The provision of assisted housing can become a liability if the costs of providing the service are greater than the revenue received.	Council has taken steps to address this through setting up, and leasing its portfolio to, the OCHT. The OCHT are eligible for central government funding. Models show that the central government funding will allow the ongoing financial viability of the portfolio, however, the benefits of this will take time to accumulate.
Under investment in the maintenance of housing, caused by the costs of service being lower than then the level of revenue received, can result in negative health impacts.	Council has agreed to borrow against the future additional revenue that the new OCHT model is forecast to generate to finance “warm and dry” upgrades.
<p><b>Environmental</b></p> <p>None identified.</p>	
<p><b>Cultural</b></p> <p>None identified.</p>	

## Community Housing

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Social Housing Asset Management</b>							
18.0.1 Council makes a contribution to the social housing supply in Christchurch	2,241 units	1,964 units	1,944 units	Council facilities and/or funds at least 2,500 units	Council facilitates and/or funds at least 2,500 units  The number of units will be dependent on Council's decisions about funding and facilitating additional units	Council facilitates and/or funds at least 2,650 units	
18.0.4 Council makes a contribution to the social housing supply in Christchurch - Council owned units are available for use	2,045 units	1,857 units	1,851 units	1,798 units <sup>1</sup>	1,798 units		
18.0.7 Council maintains Social Housing as a rates-neutral service	\$23.9 m	\$8.9 m	\$2.85m	The Social Housing fund is solvent (i.e. >\$0 and able to meet all budgeted costs on an annual basis) <sup>2</sup>	The Social Housing fund is solvent (i.e. >\$0 and able to meet all budgeted costs on an annual basis)		
18.0.5.1 Tenants of Council owned housing complexes are well housed – tenant satisfaction	65%	61%	83%	≥70% tenants satisfied with condition of unit	≥70% tenants satisfied with condition of unit		
18.0.4.5 Tenants of Council owned housing complexes are well housed according to the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019.	New level of service <sup>3</sup>			100% Council owned units comply with regulations	100% Council owned units comply with regulations		

<sup>1</sup> Target revised with LTP 2021-31 to reflect demolitions for redevelopment and units transferred to Ōtautahi Community Housing Trust. In LOS 18.0.4 “operable units” are defined as those that are capable of being utilised for the purposes of housing tenants. This includes property that is not currently tenanted, but could be tenanted in the future (eg minor maintenance, vacancy). Council aims to have 96% of units let or available for letting at any time. The remaining 4% are considered “unavailable” due to major repairs (eg methamphetamine or asbestos decontamination, fire damage), proactive renewals or temporary accommodation units to house tenants while their “normal” units are unavailable because of works. The target does not include 71 units that have been taken offline for redevelopment purposes.

<sup>2</sup> Targets have been updated with the LTP 2021-31 to reflect solvency.

<sup>3</sup> This level of service references relevant regulation and legislation.

## Regulatory and Compliance

This Group of Activities consists of the following activities:

1. Regulatory Compliance and Licensing
2. Building Regulation
3. Land and Property Information Services
4. Resource Consenting

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Safe and healthy communities

Liveable city

- Vibrant and thriving city centre
- Sufficient supply of, and access to, a range of housing

Prosperous economy

- Great place for people, business and investment

This Group of Activities has no significant negative effects on the well-being of the community (this remains unchanged from the Long-term Plan 2021-31).

## Regulatory Compliance and Licensing

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Animal Management</b>							
9.0.1 Animal Management Services prioritise activities that promote and protect community safety	99%	Not measured	89%	98% of incidences where there is an immediate <sup>1</sup> public safety risk (aggressive dog behaviour and wandering stock) are responded to within 10 minutes of being reported to Council	98% of incidences where there is an immediate public safety risk (aggressive dog behaviour and wandering stock) are responded to within 10 minutes of being reported to Council		
9.0.31 Animal Management Services prioritise activities that promote and protect community safety	97.8%	99.3%	New level of service <sup>2</sup>	98% of nuisance complaints are responded to within 24 hours of being reported to Council	98% of nuisance complaints are responded to within 24 hours of being reported to Council		
<b>Compliance and Investigations – Building Act, Resource Management Act, Council Bylaws</b>							
9.0.3.1 Protect community safety through the timely and effective response to complaints about public safety	100%	100%	100%	100% of all investigations of dangerous building reports are initiated, and identified hazards secured, within 24 hours, 7 days a week	100% of all investigations of dangerous building reports are initiated, and identified hazards secured, within 24 hours, 7 days a week		
9.0.3.2 Protect community safety through the timely and effective response to complaints about public safety	100%	100%	100%	100% of all investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week	100% of all investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week		

<sup>1</sup> LOS in the LTP 2018-28 did not reflect the ability to give priority 1 complaints a longer response time when there is not an immediate threat. Historic complaints can be responded to the next day.

<sup>2</sup> New LOS with the LTP 2021-31 to manage customer service expectations and response times.



Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
9.0.17.0 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	100%	94.8%	100%	95% of high risk Resource Management Act consents and clean fill sites monitored at least once every 3 months	100% of high risk Resource Management Act consents are monitored at least once every 3 months <sup>1</sup>		
9.0.17.1 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	100%	94.8%	100%	95% of high risk Resource Management Act consents and clean fill sites monitored at least once every 3 months	95% of clean fill sites monitored at least once every 3 months <sup>2</sup>		
<b>Alcohol Licensing</b>							
9.0.4 Protect the health and safety of the community by Licensing and monitoring high risk alcohol premises	100%	100%	100%	100% Very High/High risk premises are visited at least once a year	100% Very High/High risk premises are visited at least once a year		
<b>Food Safety and Health Licensing</b>							
9.0.5 Food premises are safe and healthy for the public	98%	83%	76%	98% of scheduled Food Control Plan verification visits are conducted	98% of scheduled Food Control Plan verification visits are conducted		
9.0.19 Food premises are safe and healthy for the public	95%	100%	97%	95% of premises issued with corrective actions are visited within 5 working days of the time specified for compliance	95% of premises issued with corrective actions are visited within 5 working days of the time specified for compliance		
<b>Environmental Health including noise and environmental nuisance</b>							
9.0.8 The community is not subjected to inappropriate noise levels	85%	93%	91.6%	90% of complaints in relation to excessive noise are responded to within one hour	90% of complaints in relation to excessive noise are responded to within one hour		

<sup>1</sup> Split out high-risk Resource Management Act consents and Clean fill sites with the LTP 2021-31 to reflect the different monitoring programmes 100% vs 95%.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
9.0.21 Protect community safety through the timely and effective response to notifications of public health incidences	100%	100%	100%	100% of investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e. asbestos, P-labs, contaminated land, hazardous substances)	100% of investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e. asbestos, P-labs, contaminated land, hazardous substances)		

## Building Regulation

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Building Consenting</b>							
9.1.1 Grant Building Consents within 20 days working days	95.8%	95.7%	86.6%	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance		
9.1.4 Ensure % satisfaction with building consents process	76.0%	82.5%	84.6%	75% satisfaction	77% satisfaction	79% satisfaction	85% satisfaction
<b>Building Inspections and Code Compliance Certificates</b>							
9.1.7 Grant Code Compliance Certificates within 20 working days	98.3%	98.4%	98.5%	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance		
<b>Building Consenting public advice</b>							
17.0.37 Eco Design Advice	368 consultations	334 consultations	337 consultations	Provide a quality eco design service	Provide a quality eco design service		

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Annual Building Warrants of Fitness</b>							
9.1.9 Audit Building Warrant of Fitness to ensure public safety and confidence	456 audits	351 audits	199 audits	Complete annual audit schedule	Complete annual audit schedule	Audit 20% of building stock <sup>1</sup>	
<b>Building Accreditation Review</b>							
9.3.1 Building Consent Authority status is maintained	Achieved	Achieved	Achieved	Building Consent Authority status is maintained	Building Consent Authority status is maintained		
<b>Building policy</b>							
9.3.5 Maintain a public register of earthquake prone buildings in Christchurch	Achieved	Achieved	Achieved	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status		

## Land and Property Information Services

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Land Information Memoranda and property file requests</b>							
9.4.1 Process land information memoranda applications within statutory timeframes	100%	100%	99.9%	Process 99% of land information memorandum applications within 10 working days	Process 99% of land information memorandum applications within 10 working days		

<sup>1</sup> MBIE recommendation to audit 20% to 30% of building stock i.e. every building in a 3 to 5 year cycle.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Property File Requests</b>							
9.4.2 Provide customers with access to property files	89.1%	94%	92%	Provide 90% <sup>1</sup> of customers with access to property files within 5 working days of request (subject to payment of fees)	Provide 90% of customers with access to property files within 5 working days of request (subject to payment of fees)		
9.4.3 Provide customers with access to property files that are already stored electronically	89.1%	96%	92%	Provide 90% <sup>1</sup> of customers with access to property files within 2 working days of request (subject to payment of fees)	Provide 90% of customers with access to property files within 2 working days of request (subject to payment of fees)		
<b>Project Information Memoranda</b>							
9.4.10 Process project information memoranda applications within statutory timeframes	99%	99%	100%	Process 99% of project information memorandum applications within 20 working days	Process 99% of project information memorandum applications within 20 working days		

## Resource Consenting

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Resource Management Applications</b>							
9.2.1 % of non-notified resource management applications processed within statutory timeframes	99%	99%	99%	99% within statutory timeframes	99% within statutory timeframes		

<sup>1</sup> In preparation of the LTP 2021-31, on review of actual operational experience in the sourcing of property file information staff recommended that this performance level be reduced to 90% as a target across both residential and commercial files. While this is an achievable performance target, it will require improvements in current systems to ensure that all relevant information is collated in a timely and responsive manner.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
9.2.18 % of notified resource management applications processed within statutory timeframes	100%	100%	92%	99% within statutory timeframes	99% within statutory timeframes		
9.2.6 Ensure resource consent decision-making is robust and legally defensible	Achieved	Achieved	Achieved	No decisions are overturned by the High Court upon judicial review	No decisions are overturned by the High Court upon judicial review		
9.2.7 Applicants are satisfied with the resource consenting process	74%	69%	73%	70% applicant satisfaction achieved	70% applicant satisfaction achieved		
<b>Development Contribution Assessments</b>							
9.2.13 Ensure assessments are accurately calculate	Achieved	Achieved	Achieved	Undertake an annual audit and implement recommendations through an action plan	Undertake an annual audit and implement recommendations through an action plan		
<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 Provide resource management public advice within legislative timeframes, or timeframes as agreed	New level of service <sup>1</sup>			Duty Planner available Monday to Friday during business hours	Advice is available Monday to Friday during business hours (excluding holidays), including enquiries from elected members, media and the general public, maintaining a duty planner phone line, complaints management, LGOIMA requests, and input toward legislative review or enhancement <sup>1</sup>		

<sup>1</sup> Added new LOS to recognise service provided and level of service to be delivered. Change to performance target for clarification of the public advice services provided, due to the rates-funding involved. Not a change in actual services provided.

## Strategic Planning and Policy

This Group of Activities consists of the following activities:

1. Strategic Planning, Future Development and Regeneration
2. Public Information and Participation

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Strong sense of community
- Safe and healthy communities
- Active participation in civic life
- Celebration of our identity through arts, culture, heritage, sport and recreation

Liveable city

- Vibrant and thriving city centre
- Sustainable suburban and rural centres
- A well connected and accessible city promoting active and public transport
- Sufficient supply of, and access to, a range of housing

Healthy environment

- Healthy water bodies

Prosperous economy

- Great place for people, business and investment
- Modern and robust city infrastructure and community facilities

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Increasing move to digital due to environmental concerns could exclude people who do not have digital access. (Public Information and Participation)</p>	<p>We continue to consider our audiences and how they access information, and adapt our communications to meet their needs. While some material will be printed, we'll make good use of channels such as community newsletters and papers to reach people.</p>
<p><b>Economic</b></p> <p>None identified.</p>	
<p><b>Environmental</b></p>	

Negative Effect	Mitigation
None identified.	
<b>Cultural</b>	
None identified.	

## Strategic Planning, Future Development and Regeneration

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Land Use Planning &amp; Strategic Transport</b>							
9.5.1.1 Guidance on where and how the city grows through the District Plan	District Plan is operative	District Plan is operative	District Plan is operative	Maintain operative District Plan, including monitoring outcomes to inform changes, and giving effect to national and regional policy statements	Maintain operative District Plan, including monitoring outcomes to inform changes, and giving effect to national and regional policy statements		
9.5.4 Process private plan change requests	100% compliance	100% compliance	100% compliance	100% of any proposed private plan changes comply with statutory processes and timeframes	100% of any proposed private plan changes comply with statutory processes and timeframes		

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
9.5.7.4 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	New level of service with the LTP 2021-31 <sup>1</sup>			Develop and release updated Coastal Hazard Assessment and Strategic Adaptation Framework. Commence work with first tranche of priority communities	Deliver Community Adaptation Plans for first tranche of communities. Commence engagement with second tranche of communities	Establish streamlined processes for the development of Community Adaptation Plans. Ensure implementation and monitoring processes are in place	
17.0.1.8 Deliver integrated spatial planning that supports growth and development and meets the needs of the community	New level of service with the LTP 2021-31 <sup>2</sup>			Adopt a Spatial Plan for Christchurch	Christchurch Spatial Plan is reviewed annually and updated as required	Spatial Plan is updated	

<sup>1</sup> Per the LTP 2021-31 Council is in the process of establishing a Coastal Hazards Adaptation Planning programme and a Coastal Hazards Working Group of elected members has been established to provide oversight of this programme. Christchurch District is highly exposed to coastal hazards through sea level rise with an estimated \$2.4B of buildings and over 25,000 households at risk of inundation over 100 years. Central Government has issued advice and policy direction to enable local government to lead adaptation planning with low lying coastal and inland communities.

<sup>2</sup> Aligns with national direction and provides future focused level of service.



Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Strategic Policy</b>							
17.0.1.2 Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework <sup>1</sup>	Achieved	Achieved	Achieved	Annual strategy and policy forward work programme is aligned to Council Strategic Framework, and is submitted to Executive Leadership Team, and Council as required	Annual strategy and policy forward work programme is aligned to Council Strategic Framework, and is submitted to Executive Leadership Team, and Council as required		
17.0.19.4 Bylaws and regulatory policies to meet emerging needs and satisfy statutory requirements	Achieved	Achieved	Achieved	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements		
17.0.23.1 Develop a comprehensive climate change strategy that will guide policy development, planning and decision making	New level of service with the LTP 2021-31 <sup>2</sup>		Achieved	Climate change strategy is adopted and work with community on development of action plans	Embed climate change into organisational reporting and work with community on implementation of climate change action plans	Ongoing monitoring and measurement framework in place	

<sup>1</sup> Merged with 17.0.1.7 Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework. Target: Policy advice to Council on emerging and new issues is prioritised to ensure delivery within budget and time requirement.

<sup>2</sup> Gives effect to strategic priority of meeting the challenge of climate change through every means available. Replaces the following levels of service to improve measurability and reflect changes in methodology:

- 17.0.23 Information and advice on natural hazards affecting the city
- 17.0.34.1 & 17.0.34.2 Support business sector resource efficiency.
- 17.0.25.1 Advice on efficient and sustainable use of natural resources.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
17.0.23.2 Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction	New level of service with the LTP 2021-31 <sup>1</sup>		Achieved	Deliver a greenhouse gas emission report for Council's activities for each financial year	Deliver a greenhouse gas emission report for Council's activities for each financial year		
17.0.23.3 Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction	New level of service with the LTP 2021-31 <sup>1</sup>			Develop an emissions reduction reporting framework and dashboard	Deliver bi-annual Christchurch Community Carbon Footprint report		Deliver bi-annual Christchurch Community Carbon Footprint report

<sup>1</sup> Gives effect to strategic priority of meeting the challenge of climate change through every means available. Replaces the following levels of service to improve measurability and reflect changes in methodology:

- 17.0.23 Information and advice on natural hazards
- 17.0.34.1 and 17.0.34.2 Support business sector resource efficiency
- 17.0.25.1 Advice on efficient and sustainable use of natural resources

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Urban Place Making</b>							
17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking	Achieved	Achieved	Achieved	Provide annual regeneration programme report/s to Council <sup>1</sup> , that report on: <ul style="list-style-type: none"> <li>Central City regeneration projects, including a focus on residential development (P8011)</li> <li>Regeneration projects in priority Suburban Centres</li> <li>Annual Heritage Festival</li> </ul>	Provide annual regeneration programme report/s to Council <sup>1</sup> , that report on: <ul style="list-style-type: none"> <li>Central City regeneration projects, including a focus on residential development (P8011)</li> <li>Regeneration projects in priority Suburban Centres</li> <li>Annual Heritage Festival</li> </ul>		
1.4.3.1 Provide heritage and urban design advice to support resource consent process	Achieved	Achieved	Achieved	95% of advice provided within 10 working days <sup>2</sup>	95% of advice provided within 10 working days		
1.4.2 Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability) <sup>3</sup>	100% compliance	100% compliance	100% compliance	100% compliance with agreed management and administration procedures for grants	100% compliance with agreed management and administration procedures for grants		

<sup>1</sup> Aligns wording with Councils Strategic Framework.

<sup>2</sup> Amended with the LTP 2021-31 to be more specific to the service provided. Previous target implied 100% on time delivery, revised target allows for a small degree of variation.

<sup>3</sup> Through the LTP 2021-31, single consolidated level of service and target to cover three grant funds (Heritage, Enliven Places, Urban regeneration). Merged with 17.0.20.4 Place-based policy and planning advice to support integrated urban regeneration and planning. Target: Allocate grant funds as per operational policy and terms of reference.

## Public Information and Participation

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>External Communications, Marketing &amp; Design</b>							
4.1.10.1 We provide effective and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	New level of service with the LTP 2021-31 <sup>1</sup>			67% of residents are satisfied that our communications, marketing and engagement activities are effective, helpful, and relevant	67% of residents are satisfied that our communications, marketing and engagement activities are effective, helpful, and relevant		
<b>News, Media Liaison &amp; Information</b>							
4.1.12.2 We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	95% response rate	100% response rate	Achieved	90% response rate to all media calls within 24 hours, 7 days a week <sup>2</sup>	90% response rate to all media calls within 24 hours, 7 days a week		
4.1.12.5 We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	New level of service with the LTP 2021-31 <sup>3</sup>			80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after-hours support)	80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after-hours support)		

<sup>1</sup> Track resident satisfaction with communications.

<sup>2</sup> Small changes in LOS wording with the LTP 2021-31 but intent remains the same. Numbering changed from 4.1.10.1 to 4.1.12.2.

<sup>3</sup> We are moving to digital first – to be effective with our social media, we need to respond immediately.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Consultation &amp; Engagement</b>							
4.1.5.1 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members <sup>1</sup>	Achieved	Achieved	Achieved	Council's consultations are implemented in accordance with the principles of the Local Government Act (LGA). 100%	Council's consultations are implemented in accordance with the principles of the Local Government Act (LGA). 100%		
4.1.9 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to Elected Members	39%	26%	New level of service <sup>2</sup>	Percentage of residents who feel they can participate in and contribute to Council decision-making. 41%	Percentage of residents who feel they can participate in and contribute to Council decision-making. 27% (Previous year result, 26%, plus 1%)	Percentage of residents who feel they can participate in and contribute to Council decision-making. Previous year plus 1%	

<sup>1</sup> Replace three targets from previous LTP 2018 with reference to Local Government Act. Previous targets were :

4.1.11.1 Community consultation occurs for all projects / issues of high significance or as directed by Council.

4.1.11.2 Community boards are informed of engagement plans for all relevant projects, and where appropriate, have sign off for local engagement activities - 95%.

4.1.11.3 Implement a dedicated youth engagement strategy in conjunction with a youth intern from the Christchurch Youth Council, Increase our youth target market by 5% on applicable social media platforms.

<sup>2</sup> Re-instatement of LTP 2015 measure. This is a democracy level of service.

## Economic Development

This Group of Activities consists of the following activities:

1. Economic Development
2. Civic and International Relations

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Strong sense of community
- Active participation in civic life

Liveable city

- Vibrant and thriving city centre
- 21<sup>st</sup> century garden city we are proud to live in

Prosperous economy

- Great place for people, business and investment
- A productive, adaptive and resilient economic base

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Demand on some services and assets provided by the Council is increased by visitors to the city. This could reduce levels of service and/ or amenity experienced by residents.</p>	<p>Forecast demand on infrastructure from visitors included in asset planning and delivery.</p>
<p><b>Economic</b></p> <p>None identified.</p>	
<p><b>Environmental</b></p> <p>Attracting increased visitation and economic activity results in increased GHG emissions, and other environmental and social externalities.</p>	<p>ChristchurchNZ is committed to sustainable economic growth and is working with businesses and partners to transition the economy into low-carbon activity.</p>
<p><b>Cultural</b></p> <p>None identified.</p>	

## Economic Development

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Innovation and Business Growth</b>							
5.1.5.3 Build innovation and entrepreneurial strength <sup>1</sup>	4 Innovation precinct tenant group meetings and communications	n/a	6 initiatives	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities	6 initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities		
5.1.5.2 Build innovation and entrepreneurial strength <sup>2</sup>	15 start-up support. 41 events innovation, entrepreneurship and investment related events delivered	12 start-up/SME companies supported	45 start-up/SME companies supported	40 start-up/scale-up companies to grow innovation and entrepreneurship capability	40 start-up/scale-up companies to grow innovation and entrepreneurship capability		
5.1.5.1 Build innovation and entrepreneurial strength <sup>3</sup>	3 opportunities achieved	6 opportunities achieved	51 opportunities achieved	50 businesses have been actively worked with to attract them to the city to support economic recovery and repositioning	60 employers have been actively worked with to attract them to the city to support	70 employers have been actively worked with to attract them to the city to support economic recovery and repositioning	

<sup>1</sup> This activity is an essential part of the economic recovery response to the expected impacts of the Covid-19 induced global recession, particularly anticipated unemployment, but also supports transition for long term economic growth including Supernode cluster industries. Lead or play key role in the Regional Skills Leadership Group focused on transitioning more people into decent jobs and training. Initiatives to support industry cluster development, including Supernodes, to support job creation and work opportunities.

<sup>2</sup> Expanded in the LTP 2021-31 to clarify the nature of support being provided to start ups and SMEs is to grow innovation and entrepreneurship capability. Increased delivery by 30 start-ups/SMEs to reflect increased focus on this activity. Start-up/scale-up companies supported to grow innovation and entrepreneurship capability aligned with priority focus areas simplifies the reporting, combining and adding clarity to 2 LOS.

<sup>3</sup> Simplified language of measure with the LTP 2021-31 and adjusted focus of business attraction activities to reflect the economic impacts of Covid-19 and need to align with recovery plan. Increased delivery by 48+ employers to reflect increased focus on this activity.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
					economic recovery and repositioning		
5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience and sustainability <sup>1</sup>	518 businesses	1,604 businesses <sup>2</sup>	1,707 businesses <sup>*</sup>	500 businesses access business support or advice	500 businesses access business support or advice		
5.0.16.6 Realise greater value from Christchurch's Antarctic Gateway	Antarctic Strategy Implementation Plan presented to Council January 2019	Actions delivered as set out in implementation plan	Actions delivered as set out in implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan		
<b>Destination and Attraction</b>							
5.1.8.1 Develop Christchurch as an attractive destination <sup>3</sup>	34 city bids	36 city bids	32 city birds <sup>*</sup>	30 City bids prepared to attract business events to Christchurch	30 City bids prepared to attract business events to Christchurch		
2.8.1.3 Develop Christchurch as an attractive destination	9 events delivered at major event level	13 events delivered/ supported at major event level	18 events delivered at major event level	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan		

<sup>1</sup> Wording change with the LTP 2021-31 to reflect delivery of this level of service relies on partnership with business groups locally and that this Level of Service relies on central government funding.

<sup>2</sup> Delivered through the Regional Business Partners joint venture with Canterbury Employers Chamber of Commerce.

<sup>3</sup> Amended level of service description to capture strategic focus for business event bidding.

<sup>\*</sup> Result affected by impact of COVID-19.



Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
5.3.5.3 Develop Christchurch as an attractive destination	New level of service from 2020/21 onwards <sup>1</sup>		125 film enquiries	100 screen enquiries	100 screen enquiries		
5.3.5.5 Develop Christchurch as an attractive destination	New level of service with the LTP 2021-31 <sup>2</sup>			At least 1 screen production attracted to Christchurch	At least 1 screen production attracted to Christchurch		
<b>City Positioning</b>							
5.1.7.3 Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students and potential migrants <sup>3</sup>	95 media famils, 44 international trade famils, 31 trade events led or attended	62 trade famils, 38 media famils, 11 trade events completed	Achieved	50 engagements with trade agents or investors in priority markets and sectors	60 engagements with trade agents or investors in priority markets and sectors		
5.1.2.4 Provide leadership in inclusive and sustainable economic development for Christchurch	Achieved	645 people * (464 face to face, 181 via webinar)	Achieved	Deliver economic information to at least 1,000 people through presentations and online information <sup>4</sup>	Deliver economic information to at least 1,000 people through presentations and online information		

\* Result affected by impact of COVID-19.

<sup>1</sup> Measure of activity already undertaken but not previously captured in the Levels of Service prior to 2020/21.

<sup>2</sup> New measure with the LTP 2021-31 reflects an additional activity to deliver a screen grant to amplify the effectiveness of the Canterbury Screen Office function and competitiveness of the city to attract screen industry activity. Grant funding will be available to support the attraction of screen productions to the region

<sup>3</sup> Sector list added with LTP 2021-31 for clarity on the breadth of engagements. Reduced by 10 in 2021/22 to reflect expected limitations on international movement of people in 2021/22. Engagements with trade agents and investors in priority markets and sectors. Sectors - business, leisure visitor, convention, screen, education, Antarctic and media. Change from LTP 2018 - ChristchurchNZ leads the promotion and marketing of Christchurch and Canterbury to visitors: At least 50 famils hosted and 10 trade events led or attended in priority markets. Change in wording to reflect that potential issues with traditional trade engagement techniques i.e. famils during the Covid-19 outbreak require new ways of working.

<sup>4</sup> Broadened target with the LTP 2021-31 to better reflect reach of the economic reporting and research undertaken by ChristchurchNZ e.g. accessing information online. Increased number of people by 400.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Urban Development</b>							
5.1.9.1 Facilitate urban development activities that contribute to a prosperous local economy	New level of service with the LTP 2021-31 <sup>1</sup>			At least three opportunities for urban development are identified and assessed for feasibility	At least three opportunities for urban development are identified and assessed for feasibility		

## Civic and International Relations

Levels of Service Performance Measures	LTP 2015-25 Levels of Service and Targets <sup>2</sup>	LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
			2022/23	2023/24	Year 10 2030/31
<b>Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)</b>					
5.0.9.1 Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans	Facilitate strategic city to city/region relationships where the opportunity exists for high value investment, growth, tourism and cultural links. Target : Investigate a new strategic city to city/region relationship where the opportunity exists for high value investment, growth, tourism and cultural links	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates <sup>3</sup>	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates		

<sup>1</sup> New Level of Service with the LTP 2021-31 to capture additional activity under a new urban development function, continuing some of the work being temporarily delivered by ChristchurchNZ in the current financial year that was previously delivered by DCL. The function that is being delivered temporarily by ChristchurchNZ in the current financial year will continue.

<sup>2</sup> Levels of service for Civic and International Relations activity were not prepared for the LTP 2018. Instead, this table shows change from LTP 2015.

<sup>3</sup> Per agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF)

Levels of Service Performance Measures	LTP 2015-25 Levels of Service and Targets <sup>2</sup>	LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
			2022/23	2023/24	Year 10 2030/31
<b>Delivery of Scheduled Civic Ceremonies</b>					
5.0.6 Citizenship Ceremonies for Christchurch based new New Zealand citizens' delivered	Re-instated from LTP 2015	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget	Deliver a regular schedule of high quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget		
5.0.8 Annual programme of other civic ceremonies delivered	Re-instated from LTP 2015	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades		

## Governance

This Group of Activities consists of the following activities:

1. Governance and decision-making
2. Office of the Mayor and Chief Executive, and Treaty Partners and Mana Whenua Relations
3. Performance Management and Reporting (internal service)

This Group of Activities primarily contribute to the following community outcomes:

Resilient communities

- Strong sense of community
- Active participation in civic life
- Valuing the voices of all cultures and ages (including children)

This Group of Activities may have the following significant negative effects on the well-being of the community (these remain unchanged from the Long-term Plan 2021-31):

Negative Effect	Mitigation
<p><b>Social</b></p> <p>Governance process are formal, legislative and complex -- participation is challenging.</p>	<p>Continue to provide for deputations and a public forum at governance meetings.</p> <p>Regularly review and update standing orders. Greater delegation of local decision making to community boards.</p>
<p>The community do not understand how Council make decisions.</p>	<p>Implement Council's 32 step process on transparency. Continue with the use of communicative tools such as Newline.</p> <p>Develop and promote alternative forms of community engagement.</p> <p>Greater delegation of local decision making to community boards.</p>
<p>Interest and participation in local elections is low.</p>	<p>Support the LGA requirement for Chief Executive to facilitate participation.</p> <p>Use networks to clearly communicate information.</p> <p>Support community to participate, as candidates and/or voters.</p> <p>Continue to take opportunities to raise awareness and participation.</p>
<p><b>Economic</b></p> <p>None identified.</p>	
<p><b>Environmental</b></p>	

Negative Effect	Mitigation
None identified.	
<b>Cultural</b> Governance process are overtly based on a Westminster system often alien to many cultures	Engage Community Development Advisors, the Multicultural Advisory Group and multicultural stakeholders to advise on and promote culturally friendly governance processes and encourage members of culturally diverse communities to participate.

## Governance and Decision Making

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Holding elections of Elected Members to the Council and Community Boards, polls and representative reviews</b>							
4.1.2 Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance	100% compliance	100% compliance	100% compliance	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts		
<b>Providing smart secretariat services, information and support for Council decision-making processes at governance level</b>							
4.1.18 Participation in and contribution to Council decision-making	32%	26%	33%	Percentage of respondents who understand how Council makes decisions: At least 30% <sup>1</sup>	Percentage of respondents who understand how Council makes decisions: At least 32%	Percentage of respondents who understand how Council makes decisions: At least 34%	Percentage of respondents who understand how Council makes decisions: At least 36%

<sup>1</sup> Target revised with the LTP 2021-31 from 42% in Year 3 of the LTP 2018-28 to 30% in year 1 of the LTP 2021. Provides a starting point that reflects actual performance.

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Provision of information in accordance with LGOIMA</b>							
4.1.29.2 Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	99.7%	99.7%	99.19%	Provision of information is in accordance with LGOIMA principles and requirements: 100%	Provision of information is in accordance with LGOIMA principles and requirements: 99% <sup>1</sup>		

## Office of the Mayor and Chief Executive, and Treaty Partner Relations

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Manage relationships with Treaty partners and Mana Whenua</b>							
4.1.23 Maintain positive Iwi and Mana Whenua relationships <sup>2</sup>	Achieved	Achieved	Achieved	Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes		
4.1.24 Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes	New level of service with the LTP 2021-31 <sup>3</sup>			Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest	Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest		

<sup>1</sup> Amendment to performance target from “Provision of information is in accordance with LGOIMA principles and requirements – 100%” to “Provision of information is in accordance with LGOIMA principles and requirements – 99%”, to allow for a very small number of administrative errors that may occur within the year. With the volume and complexity of requests received, achieving 100% responses is generally not realistic.

<sup>2</sup> Clarification of the purpose of this level of service (LOS) with the LTP 2021-31, to seek Iwi & Mana Whenua views about whether they are satisfied or very satisfied with the relationship and project outcomes. Ensure that a survey is conducted annually, with feedback incorporated into reporting and opportunities for improvement actioned. Previously a management level of service in the Governance and Decision-Making Activity, now is a community level of service in this activity and shown in the statement of service provision. In LTP 2018, the LOS was - Mana whenua satisfaction with opportunities provided for consultation and input with the target of satisfied or very satisfied.

<sup>3</sup> Clarification of the purpose of the LOS, to seek Iwi & Mana Whenua views about whether they are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest. Ensure that a survey is conducted annually, with feedback incorporated into reporting and opportunities for improvement actioned. LOS reinstated from LTP 2015 Public Participation in Community & City Governance and Decision-making Activity.

## Performance Management and Reporting (internal service)

Levels of Service Performance Measures	Actual Results			LTP 2021-31 target 2021/22	LTP 2021-31 Proposed Performance Targets		
	2018/19	2019/20	2020/21		2022/23	2023/24	Year 10 2030/31
<b>Manage relationships with Treaty partners and Mana Whenua</b>							
13.1.1 Implement the Long-term Plan and Annual Plan programme plan <sup>1</sup>	Achieved	Achieved	Achieved	Critical path milestone due dates in programme plans are met	Critical path milestone due dates in programme plans are met		
13.1.2.2 Implement and evolve CCC performance framework <sup>1</sup>	Achieved	Achieved	Achieved	Performance Framework in place	Performance Framework in place		
13.1.26 Deliver Organisational Performance Reporting and Analysis	New level of service with the LTP 2021-31 <sup>2</sup>			At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines		
13.1.3 Conduct Resident Surveys, analyse and provide results to Council and staff <sup>1</sup>	Achieved	Achieved	Achieved	Maintain two surveys per year, by the end of May	Maintain two surveys per year, by the end of May		
13.1.24.1 Community outcomes monitoring and reporting programmes are maintained <sup>1</sup>	Achieved	Achieved	Achieved	85% of community outcomes monitoring indicators are up-to-date and reported publicly	85% of community outcomes monitoring indicators are up-to-date and reported publicly		

<sup>1</sup> Changed from Management level of service to Community level of service with the LTP 2021-31. Now shown in the Statement of Service Provision.

<sup>2</sup> New level of service introduced to ensure effective monitoring of monthly organisational Performance Reports Executive Leadership Team (management) and Governance.