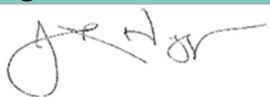


Strategic Planning and Resource Consents

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

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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				xx June 2023

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1. What this activity delivers

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

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

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

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

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

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

We manage contestable grant funds to support retention of heritage places, enable community-led placemaking initiatives, and to support adaptation activity amongst Rūnanga and rural communities.

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

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

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

This activity includes the following services:



Resource Management Applications – processing of resource consent applications (notified and non-notified). Includes both land use and subdivision resource consent applications, and Notice of Requirements and Outline Plans.



Development Contributions – undertake development contribution assessments and advice.



Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests.



Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements – monitoring resource consent conditions to ensure compliance and correct implementation.



District Plan – required to achieve the sustainable management purpose of the Resource Management Act, the preparation and review of provisions to manage the effects of land use and subdivision; including to protect and maintain cultural, heritage and environmental values, and avoid or mitigate natural hazards.



Spatial Planning – setting the long-term direction of growth and redevelopment of the city and sub-region, through local area planning and guidance for infrastructure network plans.



Strategic Transport – sets the forward-looking direction of transport in the city to support transport operations, while working with regional and national partners.



Coastal Hazard and Adaptation Planning – developing long-term adaptation plans with communities and Rūnanga in low-lying coastal and inland communities that are susceptible to hazards caused by sea level rise: coastal flooding, coastal erosion, and rising groundwater.



Climate hazard risk screening – integrating climate hazard modelling into the Council's Risk Explorer to identify the geographic distribution of exposure to risk, and the vulnerability of Council and community assets.



Heritage – administer heritage grants and provide advice on resource consents and local area planning, as well as holding an annual Heritage Festival.



Urban design – advice to support high quality development and vibrant public spaces through design review, analysis, grant funding and advocacy.

A snapshot of provision and use for 2022/23:

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

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

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

What features are important to residents in their neighbourhood



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



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



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



Source: Life in Christchurch Housing and Neighbourhoods May 2023





The overall satisfaction with Council service delivery is 43 percent



2. Why we deliver this activity




2.1. Community Outcomes: How this activity contributes




Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe		<ul style="list-style-type: none"> • An inclusive and equitable transport network that provides transport choice and allows people to move around our city safely, strongly supports this outcome. Strategic Transport leads the organisation, through the delivery of transport planning and other policy advice, in providing direction on how this can be achieved. • Coastal hazards adaptation planning (CHAP) is a structured co-creation process with communities and Rūnanga that are or will be affected by sea level rise. This activity builds community awareness of climate impacts and uses inclusive and equitable planning and decision-making processes to prepare communities for climate impacts. Increased resourcing would enable adaptation planning to occur at a faster pace, providing communities with certainty of the path forward sooner. • The heritage activity leads the organisation in ensuring our heritage is protected and celebrated, making a significant contribution to our personal and community sense of identity and resilience, as well as our social connectedness. • Planning, both spatial planning and statutory processes (Resource Management Act), supports the development of a high-quality urban form and vibrant spaces, which contribute to local identity and sense of place and quality of life. A programme for local area planning will provide opportunities for communities to come together to plan for their own future, encouraging a stronger sense of belonging and identity. • The provision of grant funding for city-making initiatives strengthens connections with place, builds community capacity, and supports local identity and stewardship. • Urban design initiatives foster a strong sense of identity, belonging and safety in our communities.

	<p>A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>		<ul style="list-style-type: none"> • The Christchurch District Plan (the District Plan) is the key regulatory planning document for the city, required under the Resource Management Act. It sets out city objectives and policies and rules to managing the effects of land use activities and subdivision. Our planning unit monitors and reviews the District Plan drawing on technical input from a range of disciplines, to ensure it remains fit-for-purpose and responds to national direction and city challenges. • The processing of resource consent applications is a statutory requirement under the Resource Management Act and the mechanism to administer and give effect to the objectives and policies of the District Plan, supporting progress towards this outcome. • The monitoring of resource management compliance ensures that resource consents are implemented correctly, and conditions are appropriately given effect to. • Our transport system plays an integral part in supporting and shaping our city. Strategic transport leads the organisation in developing the forward-looking direction of transport, notably setting direction and actions to ensure our neighbourhoods and communities are accessible and well-connected as well as detailing how the transport system will transition to a low carbon future. • Coastal adaptation planning is essential to ensure our communities, critical infrastructure and the built environment are safer and more resilient to the effects of coastal hazards. Increased resourcing through the attached bid would enable adaptation planning to occur at a faster pace and build resilience into our infrastructure sooner. • Risk screening enables Council to understand the nature, distribution, and implications of climate impacts such as river and coastal flooding, erosion, wind, heat and drought on assets that matter most to us. This information will inform Council and community priorities for adaptation. • Spatial planning leads the organisation in providing the long-term direction to ensure Christchurch grows into a more sustainable, productive, inclusive, resilient, and liveable city. This will be primarily carried out through the local area planning programme. • Urban Design advice for public space and place improvements, such as facilitating active transport modes, supports our communities to be accessible and well connected.
	<p>A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'</p>		<ul style="list-style-type: none"> • Heritage contributes to social, cultural, educational, and recreational benefits. Heritage attracts visitors to the city and has commercial, economic and sustainability benefits. Continuing to protect and promote our diverse heritage will attract and support new residents and their cultures. • Creative community-led initiatives are supported through our grant funds, enabling communities to contribute and participate in shaping our city.

	<p>A thriving prosperous city Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>		<ul style="list-style-type: none"> • A strategic, long-term view of growth is directed through our planning function, which provides certainty to people and businesses and enables investment in the city. • Resource consenting supports high quality development and investment in the city. • Our road network is a significant enabler of economic activity. Our strategic transport planning supports this by directing that our transport network is utilised for the highest value trips. • Developing adaptation pathways provides a greater level of certainty for businesses about the impacts of climate change.
<p>*Level of contribution – what this means</p>			
<p>★★★★★</p>	<p>This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service</p>		
<p>★★★★</p>	<p>This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements</p>		
<p>★★★</p>	<p>This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable</p>		
<p>★</p>	<p>This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact</p>		

2.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection	★★★	<ul style="list-style-type: none"> Over the last decade there has been an increasing focus on designing and building our streets and neighbourhoods for people. Strategic transport, spatial planning and urban design all play a critical role in achieving this priority. The strategic transport activity leads the organisation in developing the forward-looking direction of transport for the city, developing policy and actions to ensure our neighbourhoods and communities are accessible and well-connected. Planning, including both spatial and statutory planning, sets the strategic direction to ensure that our urban environments are connected and accessible and prioritise the wellbeing of our communities. Building a clearer understanding now of the areas where climate hazards will impact most, enables us to work with those communities and plan for communities and infrastructure to become more resilient to future events.
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★	<ul style="list-style-type: none"> Strategic planning has a role in supporting this priority by setting the overall direction of future growth in Christchurch. It provides a framework for community and business initiatives, catalyst projects to drive prosperity and growth, and to guide decision making, investment and action within our city. City-making partnerships and initiatives are supported and receive national and international recognition. Innovative and collaborative approaches to risk screening and adaptation planning have been fostered by our experiences of the Canterbury Earthquakes, making Ōtautahi Christchurch a leader in climate adaptation.
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★★★	<ul style="list-style-type: none"> Adopting a co-creation approach to coastal hazard adaptation planning strengthens community wellbeing and builds social license for adaptation decisions. Citizen science initiatives such as CoastSnap have been developed to engage residents in sea level rise issues across the district, and significant emphasis has been placed on engagement with children given the inter-generational equity issues caused by climate change. Development of a Community Adaptation Toolkit in partnership with community and academics is intended to respond to community needs and concerns about climate change. Local area planning as part of spatial planning will seek to ensure that everyone in Christchurch plays a role in shaping and delivering a better future for the city. Local area planning will foster integrated spatial planning through the alignment of public, private and community partnerships, investments, and initiatives. Planning our transport network requires us to work alongside a range of public and private sector organisations in Christchurch and to test future directions with our communities and residents. Public advice through services such as the urban design panel and pre-application meetings for resource consents allow staff to work with residents early to provide direction and seek desirable outcomes. The monitoring of Resource Management compliance builds trust and confidence in the Council that resource consents are being implemented correctly. It also gives the opportunity for staff to work with residents to ensure they understand the requirements of their resource consents. Supporting the work of the Greater Christchurch Partnership enables strong relationships with our partner Councils.

	<p>Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our biodiversity, water bodies and tree canopy.</p>	<p>★★★★</p>	<ul style="list-style-type: none"> • Communities across the city are or will be affected by climate change. Adaptation planning with Rūnanga and communities that will be affected by sea level rise due to coastal flooding, coastal erosion, and rising groundwater will ensure we are prepared for future impacts. An emphasis on natural and nature-based solutions will enable our environment to better adapt to the impacts of sea level rise. • Climate risk screening enables Council to understand the nature, distribution and implications of climate impacts such as river and coastal flooding, erosion, wind, heat and drought on assets that matter most to us. This information will inform Council and community priorities for adaptation. • Spatial planning provides the direction of future growth in our city. It considers how we need to adapt and respond to the effects of climate change, including considerations such as where future growth should occur, to avoid economic, environmental cultural, and social effects on our communities. • The District Plan has a leading role in directing Council's response to the effects of climate change through the setting of objectives, policies, and rules regarding where development can occur, particularly in areas subject to natural and coastal hazards. • On-road transport contributes to 36% of Christchurch's total emissions. Strategic Transport plays a significant role in providing direction on the key challenges and opportunities to decarbonise the transport system to ensure a lower emission future.
	<p>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</p>	<p>★★</p>	<ul style="list-style-type: none"> • Processing resource consents is a statutory requirement under the RMA. To achieve this priority, we need to ensure we are appropriately resourced to enable resource consents to be processed efficiently, within statutory timeframes. • Our activity achieves this priority by ensuring our plan change work programme responds to the issues that are identified by, and are important to, our residents.
	<p>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</p>	<p>★★★★</p>	<ul style="list-style-type: none"> • Coastal adaptation planning is driven by the need to work with communities to understand and address the challenges they face today, whilst recognising and responding to the challenges and risks facing future generations of our city. • In planning for the future growth of the city, we look to the long-term and consider how we accommodate a growing population and the needs of future generations. Local area planning as part of spatial planning will seek to ensure that we plan for the needs of today's residents with the needs of future generations, working directly with communities to understand these needs. • Strategic transport plays a critical role in ensuring our transport planning actively balances the needs of today's residents with the needs of future generations. This includes setting the direction for the delivery of a future proof transport network that contributes to safer and healthier and lower carbon emitting communities. It also includes supporting programmes of work such as public transport futures and mass rapid transit, which are initiatives that are seeking to future proof our transport network. • Heritage leads the organisation in ensuring our heritage is protected and celebrated. This has an impact that extends across all communities and to future generations. It is critical that our heritage is protected for future generations.

***Levels of contribution – what this means**



This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan



This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only



This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable



This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact

DRAFT


2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

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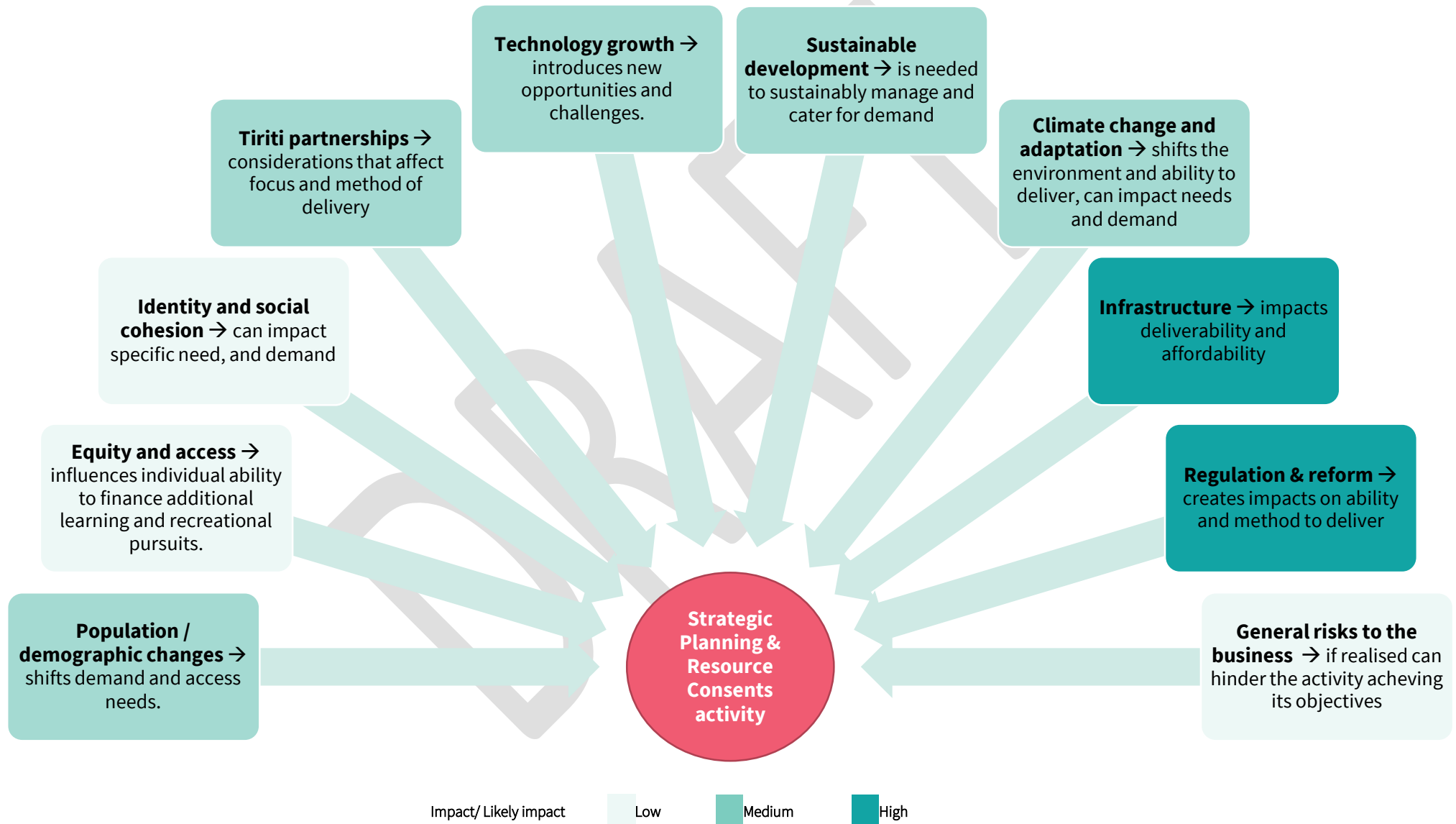
We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the Strategic Planning & Resource Consents activity include:</p> <ul style="list-style-type: none"> • Residential, commercial, and public assets including the transport network exposed to coastal and river flooding, erosion, tsunamis, rising ground water etc. • Rainfall and floods: Increased pressure on stormwater system, which impacts the built environment including high density developments, and the natural environment. • Heat, drought, and fire: Increased temperatures will likely result in a need to plan and respond to fire risk/ drought and reduced availability of water as constraints/ costs on intensification in some areas. • Soil erosion and landslides: Implications for suitability of sites for development and intensification. • Increased frequency of severe events may place pressure on the proactive nature of adaptation planning. <p>Other impacts on assets and infrastructure (see the Asset Management Plan for more details).</p>
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	<p>Options being considered to reduce the risks to the Strategic Planning & Resource Consents activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Transport planning – access to essential services needs to be prioritised, which will increase community resilience in the event of severe weather events. Our transport planning is considering how we can ensure that people have necessary services within a short commute of where they live. • The Planning team is undertaking a Coastal Hazards plan change to manage the increased risk of harm to people and property associated with coastal flooding and erosion, tsunamis, and rising groundwater. A plan change is also being progressed to update the areas identified at risk of flooding from rivers and rainfall, which will provide for more resilient communities. • The Coastal hazards adaptation planning programme is working with communities that will be affected by coastal flooding, coastal erosion, and rising groundwater, to understand the options, actions, triggers, and available pathways, and develop community adaptation plans to respond to these risks. • Risk screening enables us to understand the nature, distribution and implications of climate impacts and prioritise our work programme accordingly. • Spatial planning – through an integrated and regenerative approach to planning and investment, we can avoid growth in areas where there is increased harm to people and communities, provide options for communities to relocate if required in the future, and create more resilient urban environments. • Future changes to the District Plan and/or the development of new planning documents proposed through the reform of the resource management system, can address, and manage climate change through a risk-based policy and rule framework. • Consent assessment matters on Banks Peninsula; subdivision consents on Port Hills – these matters help to keep community resilience to climate risks a priority.
<p>We are guardians of our natural environment and taonga</p>	
	<ul style="list-style-type: none"> • In late 2022 the Council publicly released its first Climate Change District Risk Screening, which enables communities to understand the types of climate hazards that will impact them. A Community Adaptation Toolkit will be developed to provide people and communities with information about how to increase the resilience of their property or neighbourhood to these hazards. It will be developed with input from academics and communities and is supported through Better Off funding. • For this LTP: Additional funding is required to support the delivery of adaptation plans in more communities, faster. Demand for increased adaptation planning capacity comes both from communities and Rūnanga who are increasingly aware of climate risks, and from Council's infrastructure and asset managers who are seeking direction on asset management in hazard-prone areas. It is anticipated that levels of service changes will be required in the future, to ensure that the organisation is adequately responding to the effects of climate change. It is not possible to be specific as to the nature of the changes, but it is likely that national direction will drive some of the changes, for example through the VKT Reduction Programme and the Climate Adaptation Act.

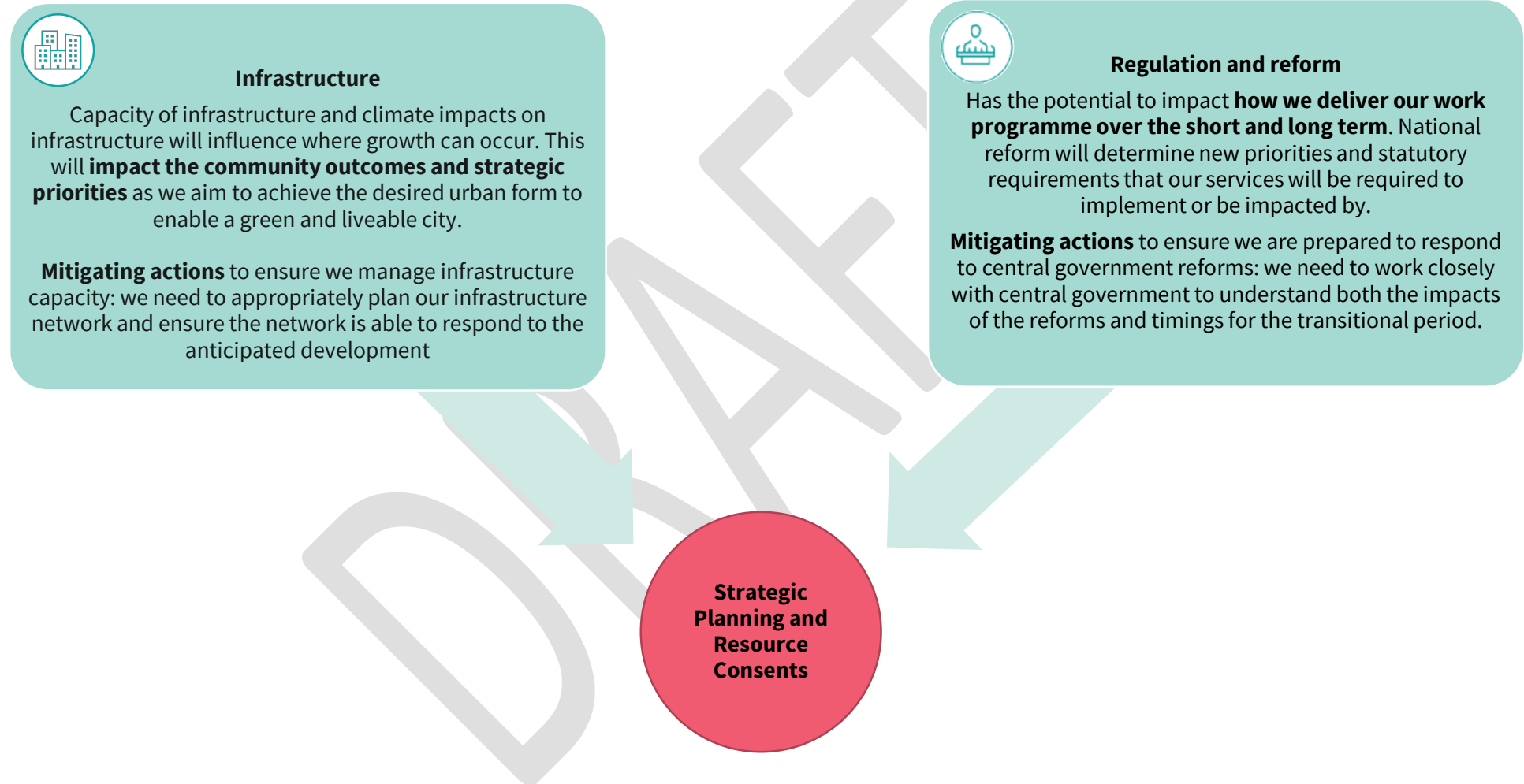
3. How we are planning for future impacts

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.










4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Summary of Levels of Service

- ➔ *Strategic planning and resource consents have **11 Community (C) Levels of Service**. (These LOS community facing and will be published in our Statement of Service Provision)*
- ➔ *Strategic planning and resource consents also **6 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)*

 Resource Management Applications		 Coastal Adaption Planning	
Service contributes to: <ul style="list-style-type: none"> A green, liveable city A thriving prosperous city <p>This is by generally meeting the targets of the levels of service promised.</p>	Levels of Service <ul style="list-style-type: none"> Provide for delivery of resource management applications within the required statutory timeframes. Ensure resource consent decisions are robust and legally defensible. Ensure customers are satisfied with resource consent experience. 	Service contributes to: <ul style="list-style-type: none"> A green, liveable city A collaborative confident city <p>This is by generally meeting the targets of the levels of service promised.</p>	Levels of Service <p>Deliver the Coastal Hazard Adaptation work programme by working with communities and rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change.</p>
 Resource management public advice		 Urban Design	
Service contributes to: <ul style="list-style-type: none"> A collaborative confident city <p>This is by generally meeting the target of the level of service promised.</p>	Levels of Service <ul style="list-style-type: none"> Provide timely public advice for resource consents. 	Service contributes to: <ul style="list-style-type: none"> A green, liveable city A cultural powerhouse city <p>This is by generally delivering the target of the level of service promised.</p>	Levels of Service <ul style="list-style-type: none"> Provide advice to improve and promote urban design outcomes across the city.

 Heritage		 District Plan	
Service contributes to: <ul style="list-style-type: none"> • A cultural powerhouse city • A collaborative confident city <p>This is by generally achieving the targets of the levels of service promised.</p>	Levels of Service <ul style="list-style-type: none"> • Provide heritage advice to support resource consent processes. • Administer Heritage grants for the city. • Deliver the annual Heritage festival. 	Service contributes to: <ul style="list-style-type: none"> • A green, liveable city • A thriving prosperous city • A collaborative confident city <p>This is by generally achieving the levels of service promised.</p>	Levels of Service <ul style="list-style-type: none"> • Provide guidance on where and how the city grows through the enablement of land uses and development under the District Plan, which also involves processing private plan changes. • Deliver spatial planning for the city. • Continue to be involved in strategic planning and transport work at the sub-regional and regional level.
 Strategic transport			
Service contributes to: <ul style="list-style-type: none"> • A green, liveable city • A thriving prosperous city • A collaborative confident city <p>This is by generally meeting the levels of service.</p>	Levels of Service <ul style="list-style-type: none"> • Provide the strategic vision for our transport network. 		

5. How assets will be managed to deliver the services

This activity does not have assets.

DRAFT

6. Capital expenditure and key capital projects

This activity does not have capital expenditure.

DRAFT

7. Financial resources needed

7.1. Resources needed

Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP. They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP

Planning & Resource Consents

000's	Annual Plan 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
Activity Costs Before Overheads by Service								
Resource Management Applications	6,059	6,179	6,263	6,433	6,212	6,361	6,501	6,631
Development Contributions	546	571	590	605	622	637	651	664
Resource Management Public Advice	1,060	1,108	1,145	1,177	1,208	1,237	1,265	1,290
Resource Management Monitoring	770	806	833	856	879	899	919	938
	8,434	8,664	8,830	9,071	8,921	9,134	9,335	9,522
Activity Costs by Cost Type								
Direct Operating Costs	942	821	730	747	665	681	696	710
Direct Maintenance Costs								
Staff and Contract Personnel Costs	7,478	7,828	8,084	8,307	8,239	8,436	8,622	8,794
Other Activity Costs	15	16	16	16	17	17	18	18
Overheads, Indirect and Other Costs	2,863	2,963	3,076	3,114	3,197	3,313	3,350	3,421
Depreciation								
Debt Servicing and Interest								
Total Activity Cost	11,297	11,627	11,906	12,185	12,117	12,447	12,685	12,943
Funded By:								
Fees and Charges	7,759	8,067	8,237	8,460	8,683	8,887	9,077	9,253
Grants and Subsidies	515	372	379	385				
Cost Recoveries								
Other Revenues								
Total Operational Revenue	8,273	8,439	8,616	8,845	8,683	8,887	9,077	9,253
Net Cost of Service	3,024	3,188	3,290	3,340	3,434	3,561	3,609	3,690
Funding Percentages								
Rates	27%	27%	28%	27%	28%	29%	28%	29%
Fees and Charges	69%	69%	69%	69%	72%	71%	72%	71%
Grants and Subsidies	5%	3%	3%	3%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure								
Total Activity Capital								

7.2. Funding consideration and outcome

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

Council funds the Strategic Planning & Resource Consents Activity predominately through the general rate. This means that most funding comes from **<who?>**, mostly on the basis of **<what grounds>**.

- **Operating expenditure** is largely funded through general rates as the Library Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

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

Funding principles considered for operating costs

Consideration for funding method	Result	Implication
User-Pays <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	x	Fund from X
Exacerbator-Pays <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	x	Fund from x
Inter-Generational Equity <i>the degree to which benefits can be attributed to future periods</i>	x	Fund when
Separate Funding? <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	x	Fund from x

Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	x	How (x)
Community	x	How (x) How (x)

Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

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

Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	x
Borrowing	x
Development Contributions	x
Grants and Other	x

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

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

8. Possible significant negative impacts on wellbeing



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

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

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

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Appendices

A. Appendix A: Levels of Service detail

A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

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A.2. Levels of Service: Performance measures in detail

LOS number	C/ M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Resource Management Applications										
9.2.1	C	% of resource management applications processed within statutory timeframes.	2023: 79% 2022: 76% 2021: 99% 2020: 99% 2019: 99% Varies with key statutory timeframes being achieved at 96-99%.	88% of applications were processed within the statutory timeframe nationally for the 2020/21 year (being the latest publicised information).	95% within statutory timeframes.	95% within statutory timeframes.	95% within statutory timeframes.	95% within statutory timeframes.	% of applications processed within the statutory timeframes under the Resource Management Act. Applications lodged and tracked in Council’s Connect system.	A thriving prosperous city
9.2.6	C	Ensure resource consent decision-making is robust and legally defensible.	No decisions were overturned in previous financial years.	No benchmark available.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	No decisions are overturned by the High Court upon judicial review.	A collaborative confident city A thriving prosperous city
9.2.7	C	Applicants are satisfied with the resource consenting process.	2023: 71% 2022: 77% 2021: 73% 2020: 69% 2019: 74%		70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	70% applicant satisfaction achieved.	The set target is achieved in the annual point of contact annual survey.	A collaborative confident city
Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests										

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
9.2.14	C	Provide resource management public advice within legislative timeframes, or timeframes as agreed	2023: Achieved 2022: Achieved 2021: Achieved (New LOS in 2021)		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.	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.	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.	Duty Planner is rostered Monday to Friday during normal working hours.	A collaborative confident city

Urban Design

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
17.0.17.3	M	Provide advice to improve and promote urban design outcomes	2023: Achieved 2022: Achieved 2021: Not Achieved 2020: Achieved 2019: Achieved	Urban Design Panels operate within New Zealand – including the Auckland Urban Design Panel. Existing grants programmes and funding agreements.	95% compliance for coordination of the Christchurch Urban Design Panel the terms of reference Support strategic and spatial planning programmes and capital projects				Monitoring of residential design outcomes utilising established methodology.	A green, liveable city
NEW		Provide urban design advice to support Resource Management Act statutory processes			95% of advice provided within statutory timeframes.	95% of advice provided within statutory timeframes.	95% of advice provided within statutory timeframes.	95% of advice provided within statutory timeframes.	Monitoring of allocation and response.	A green, liveable city A collaborative confident city
NEW?		City-making partnerships and initiatives are supported		Previous agreements for grant funding and multi-year partnerships	95% compliance with agreed management and administration procedures for city-making grants and partnerships	95% compliance with agreed management and administration procedures for city-making grants and partnerships	95% compliance with agreed management and administration procedures for city-making grants and partnerships	95% compliance with agreed management and administration procedures for city-making grants and partnerships		A collaborative confident city

Heritage

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
1.4.3.1	M	Provide heritage advice to support resource consent process	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act requirement for heritage listings. Resource consent processing – 10 working days	95% of advice provided within 10 working days	95% of advice provided within 10 working days	95% of advice provided within 10 working days	95% of advice provided within 10 working days	Advice on consents is provided in a timely manner	A thriving prosperous city
1.4.2	C	Effectively administer all Heritage grants including Heritage Festival grants within this Activity	2023: 100% 2022: 100% 2021: 100% 2020: 100% 2019: 100% 2018: 100%	Existing grant programs: Heritage Festival Grants; Intangible Heritage Grants	100% compliance with agreed management and administration procedures for grants	100% compliance with agreed management and administration procedures for grants	100% compliance with agreed management and administration procedures for grants	100% compliance with agreed management and administration procedures for grants	Grant reports to Committee/Council include year to date summary. Reports demonstrate 100% compliance.	A cultural powerhouse city
New	C	Hold an Annual Heritage Festival	Each year for past 10+ years (excl. immediate post-earthquake years)	Allocation of 90% of grant funding	Hold Festival and allocate 90% of grant funding	Hold Festival and allocate at least 90% of grant funding	Hold Festival and allocate at least 90% of grant funding	Hold Festival and allocate at least 90% of grant funding	Annual Heritage Festival Summary report to Council.	A cultural powerhouse city
District Plan										

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
9.5.1.1	C	Guidance on where and how the city grows through the District Plan and the Natural and Built Environment Plan.	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act obligations. National Policy Statement on Urban Development.	Prepare plan changes to the District Plan in accordance with statutory processes and timeframes to address issues and to implement national and regional direction, identified as a high priority by Council. Provide advice to Council on arrangements for the Regional Planning Committee and subsequent implementation of the new planning framework. Providing Council an annual update on progress with plan changes.	Prepare plan changes to the District Plan in accordance with statutory processes and timeframes to address issues and to implement national and regional direction identified as a high priority by Council. Provide advice to Council on arrangements for the Regional Planning Committee and subsequent implementation of the new planning framework. Providing Council an annual update on progress with	Provide support to the Regional Planning Committee in preparation of a Natural and Built Environment Plan under the Natural and Built Environment Act. Provide advice to Council, and Council's representative on the Regional Planning Committee as input to the new Resource Management system. Providing Council an annual update on progress with plan changes.	Provide support to the Regional Planning Committee in preparation of a Natural and Built Environment Plan under the Natural and Built Environment Act. Provide advice to Council, and Council's representative on the Regional Planning Committee as input to the new Resource Management system. .	District plan remains current and Council is actively involved in implementation of the new Resource management system.	A green, liveable city

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
						plan changes.				
9.5.4	C	Process private plan change requests.	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	Resource Management Act 1991 requirement	The processing of private plan changes complies with statutory processes and timeframes.	The processing of private plan changes complies with statutory processes and timeframes.	The processing of private plan changes complies with statutory processes and timeframes.	The processing of private plan changes complies with statutory processes and timeframes.	Each plan change is assessed, and actual and reasonable costs are recovered.	A thriving prosperous city

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LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
New LOS	C	Work with communities and Rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change	New LOS		<p>In a rolling process, undertake adaptation planning in two Adaptation Areas by establishing Coastal Panels, identifying community objectives and Priority Adaptation Locations, drafting and testing adaptation pathways with the wider community and submitting adaptation plans for Council approval.</p> <p>Continue to develop the Risk Explorer to support multi-hazard risk screening across the district, develop regular internal reporting and engage with communities.</p>	<p>Continue with the rolling process.</p> <p>Continue to develop the Risk Explorer to support multi-hazard risk screening across the district, develop regular internal reporting and engage with communities.</p>	<p>Continue with the rolling process.</p> <p>Continue to develop the Risk Explorer to support multi-hazard risk screening across the district, develop regular internal reporting and engage with communities.</p>	<p>The first round of adaptation plans been developed for around half of the district.</p> <p>Risk screening is occurring in regular cycles and is based on timely and relevant hazard modelling. Community-facing engagement on risks will be enabled.</p>		More resilient communities.

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
					Further development will be restricted to coastal hazards and no reporting or community engagement will occur.					
17.0.1.8	M	Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes.	2023-24 Ōtautahi Christchurch Planning Programme, (ŌCP) including local area plan priorities endorsed.		Implementation of ŌCP (2024) process, plans (priority areas), projects and platform (tools and resources).	Implementation of ŌCP (2024) including local area planning at an area or corridor level.	Implementation of ŌCP (2024)	Implementation of ŌCP (2024) including local area planning at an area or corridor level.		

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
9.5.1.3	M	Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementation of the new Resource Management system	2023/24 Greater Christchurch Spatial Plan is adopted. Greater Christchurch Transport Plan is adopted.		Work with partners in the development and implementation of the work programme of the GCP.	Work with partners in the development and implementation of the work programme of the GCP. Provide support to the Regional Planning Committee in preparation of a Regional Spatial Strategy under the Spatial Planning Act.	Work with partners in the development and implementation of the work programme of the GCP Provide support to the Regional Planning Committee in preparation of a Regional Spatial Strategy under the Spatial Planning Act.	Provide support to the Regional Planning Committee in preparation of a Regional Spatial Strategy under the Spatial Planning Act.	Sufficient resources are committed to work with partners in implementation of the Joint work programme.	A collaborative confident city A green, liveable city
	M	Update Housing and Business Capacity Assessments (HCA and BCA) as required under the National Policy Statement on Urban Development and National Planning Framework.	2017 HCA and BCA 2020 HCA 2023 Updated HCA in association with Plan Change 14 Updated HCA and BCA for 2023		Updating the HCA and BCA following Plan Change 14 decisions. Undertaking of further housing and business market research to inform 2026 HCA and BCA.	On-going monitoring and analysis of market information in preparation of the 2026 HCA and BCA	Preparation of the 2026 HCA and BCA, and incorporation into the Greater Christchurch HCA and BCA.		Planning and investment supports the long-term transport and climate change targets	A green, liveable city

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
Strategic transport										
17.0.11.1	M	Deliver a strategic vision for a safe, accessible, resilient transport system that shapes our city and contributes to a low carbon future	2023-24 Publicly consulted on Ōtautahi Christchurch Transport Plan (ŌCTP). 2021/22 2022/23 Updated Draft prepared		Based on current funds Adoption of ŌCTP (2023) and subsequent implementation. Monitor LTP/capital programme for alignment with ŌCTP	Based on current funds Implementation of ŌCTP (2023) Monitor LTP/capital programme for alignment with ŌCTP	Based on current funds Implementation of ŌCTP (2023) Monitor LTP/capital programme for alignment with ŌCTP	Monitor and update Transport Plan	Planning and investment supports the long-term transport and climate change targets	A green, liveable city

LOS number	C/M	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 10 2033/34		
9.0.17.0	C	Resource Management Monitoring Compliance activities comply with legislative requirements.	2023: 2022: 2021: 2020: 94.8% 2019: 100% 2018: 100%		100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring. 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring. 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring. 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring. 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	Resource consents that require monitoring are reviewed and risk rating is assigned. Monitoring activities for high-risk consents are recorded via work flow system.	A collaborative confident city
9.0.17.1	C	Protect the environment and public's health by effectively monitoring the deposition of clean fill in accordance with legislative requirements.	2023: 100% 2022: 100% 2021: 2020: 94.8% 2019: 100% 2018: 100%		100% of clean fill sites monitored at least once every 3 months	100% of clean fill sites monitored at least once every 3 months	100% of clean fill sites monitored at least once every 3 months	100% of clean fill sites monitored at least once every 3 months	Register detailing monitoring cycle for each consent is updated with the date the site is monitored.	A green, liveable city

A.3. Levels of Service changes from Long-term Plan 2021-31, and why Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
Los 9.2.8 99% of notified resource management applications processed within statutory timeframes	Propose to delete LoS target 9.2.8 (notified statutory timeframes) and combine with LoS target 9.2.1 (non-notified statutory timeframes).	The previous LTP had two level of service targets for statutory timeframes, differentiating between non-notified and notified resource management applications. These can be encompassed by one level of service, which combines both non-notified and notified resource management applications.	Standard consultation
LoS 9.2.20 ensure quality and efficiency of process	Propose to delete LoS 9.2.20 given that measuring the quality and efficiency of process can be achieved by LoS 9.2.7.	Propose to retain LoS 9.2.7 that measures applicants' satisfaction with resource consent processing. The LoS 9.2.7 target also captures quality and efficiency matters by understanding satisfaction. To remove duplication, recommend deleting LoS 9.2.20.	Standard consultation
Los 9.2.13 ensure development contribution assessments are accurately calculated	Proposed to delete LoS 9.2.13 as not considered necessary as an LTP level of service. Accuracy of assessments will still be monitored as part of business processes.	Not considered necessary to include as LTP level of service.	Standard consultation
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			
17.0.1.2, 17.0.1.1, 17.0.19.4, 17.0.23.1, 17.0.23.2, 17.0.23.3 and 17.0.1.9	Moved to an alternative Activity Plan	These levels of service have been moved to the Strategic Policy and Resilience Activity Plan	Standard consultation

17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking			
17.0.20.3 Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking			
17.0.40 Trial technologies and approaches that enhance and stimulate innovation for improved community outcomes			
17.0.41 Greater Christchurch extracts value from 100 Resilient Cities relationship	Moved to an alternative Activity Plan	These levels of service have been moved to the Strategic Policy and Resilience Activity Plan	Standard consultation
17.0.42 Support the Greater Christchurch Partnership			

New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
9.0.17.0 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements. Target: 100% of high-risk Resource Management Act consents are monitored at least once every 3 months	Moved from Regulatory Compliance & Licensing	In preparation of pending RMA reform and as part of organisational realignment all RMA Consenting activities have been combined into one Unit.	Standard consultation

9.0.17.1 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements. Target: 95% of clean fill sites monitored at least once every 3 months	Moved from Regulatory Compliance & Licensing	In preparation of pending RMA reform and as part of organisational realignment all RMA Consenting activities have been combined into one Unit.	Standard consultation
Hold an Annual Heritage Festival	Reinstated LoS from past activity plans	A heritage festival is run annually, which is led and organised by the Heritage unit. The inclusion of this as a LoS is to create an accurate reflection of the work.	Standard consultation
Provide urban design advice to support resource consent processes	Separated out heritage and urban design advice to support resource consents process into two LoS	Urban design and heritage are two separate functions – clearer to separate into two LoS.	Standard consultation
City-making partnerships and initiatives are supported	Moved from Strategic Planning, Future Development and Regeneration 2021-2031 Activity Plan, which had a LoS to 'Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability)	New LoS required to reflect organisational realignment and delivery of this activity, which in this case relates to urban design.	Standard consultation

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
Los 9.2.1 95% of resource management applications processed within statutory timeframes.	The proposed LoS target is a decrease in the percentage of applications processed within the statutory timeframes from 99% in 2021-2031 LTP to 95%	In 2022/2023 79% of applications were processed within the statutory timeframe. The proposed decrease to 95% is to provide a target that reflects staff resourcing and the importance placed on processing consents more accurately. For example, where applications are placed on hold to work through outstanding matters that need to be resolved).	Standard consultation

LoS 9.5.1.1 Guidance on where and how the city grows through the District Plan and the Natural and Built Environment Plan.	<p>The LoS target is being amended to include reference to the Natural and Built Environment Plan.</p> <p>The future implementation targets have been amended to reference the Resource Management reforms as well as include a new target to provide annual updates on plan changes to Council.</p>	<p>Amendments are necessary to reflect the Resource Management reforms, which are proposed to be introduced over the next 7-10 years.</p> <p>Introduction of the new target re annual updates is to ensure elected members are informed of all the relevant plan changes.</p>	Standard consultation
LoS 9.5.4 Process private plan change requests	<p>The future implementation target has been reworded to remove the reference to '100%'. The proposed future implementation targets state that 'all private plan changes comply with statutory processes and timeframes'.</p>	<p>The proposed rewording makes the target clearer and still ensures that the Council is meeting its statutory obligations to process private plan changes within the statutory processes and timeframes.</p>	Standard consultation
LoS 17.0.1.8 Develop and guide the implementation of spatial plans at a district and local area level to achieve higher order policy direction and Council's community outcomes.	<p>The LoS has been amended to reflect the direction of the spatial planning work programme more accurately.</p> <p>The future implementation targets have been amended to reflect updated timeframes for spatial planning.</p>	<p>Both the LoS and future implementation targets have been amended to reflect the direction of the work programme more accurately.</p>	Standard consultation
LoS 9.5.1.3 Work with sub-regional and regional partners in the development and implementation of the Greater Christchurch Joint Work Programme and in implementing the new Resource Management system	<p>The LoS has been amended to reflect how the Council intends to work with its sub-regional and regional partners going forward, referencing the upcoming Joint Work Programme.</p> <p>The LoS and future implementation targets have been amended to take into account the Resource Management reforms.</p>	<p>Both the LoS and future implementation targets have been amended to reflect the direction of the work programme more accurately.</p>	Standard consultation

LoS 17.0.11.1 Deliver a strategic vision for a safe, accessible, resilient transport system that shapes our city and contributes to a low carbon future	Future implementation targets have been amended to reflect the work programme more accurately.	The future implementation targets have been amended to align with the work programme timeframes.	Standard consultation
LoS 9.0.17.0 Resource Management Monitoring Compliance activities comply with legislative requirements.	<p>LoS has been amended to remove reference to protecting the health and safety of the community.</p> <p>The Year 1 future implementation target has been amended from 'high-risk' consents being monitored, to 100% of Resource Management Consents are reviewed and triaged (including risk category) within 30 working days of the consent being referred for monitoring.</p>	<p>The reference to 'protect the health and safety of the community' is not part of Resource Management Monitoring Compliance and has therefore been removed.</p> <p>The inclusion of all Resource Management Consents in the Year 1 future implementation target ensures that there is a requirement to review and triage all consents.</p>	Standard consultation
LoS 9.0.17.1 Protect the environment and public's health by effectively monitoring the deposition of clean fill in accordance with legislative requirements.	Future implementation target increasing from 95% to 100% of clean fill sites monitored at least once every 3 months.	To ensure LoS 9.0.17.1 can be achieved the target needs to aim for monitoring of 100% of clean fill sites.	Standard consultation
LoS 1.4.3.1 Provide heritage advice to support resource consent process	LoS amended to remove reference to urban design	LoS 17.0.17 captures the urban design LoS and there is therefore no requirement for urban design to be referenced in LoS 1.4.3.1	Standard consultation
LoS 1.4.3.1 Effectively administer all Heritage grants within this Activity	LoS amended to remove reference to the type of grants, such as Heritage Incentive Grants, Enliven Places, Innovation and Sustainability	LoS 1.4.3.1 amended to be less prescriptive on what types of Heritage grants are administered. This will future proof the LoS	Standard consultation
LoS 9.5.7.4 Work with communities and rūnanga in low-lying coastal and inland communities to develop adaptation pathways that respond to the current and future impacts of coastal hazards caused by climate change	LoS amended to reflect that the coastal hazard work programme is now moving into implementation and delivery.		Standard consultation

17.0.17.3 Provide advice to improve and promote urban design outcomes			
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A.4: Proposed changes to Service Delivery

A.4.1 Local Area Planning Christchurch Urban Area Spatial Priorities

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

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

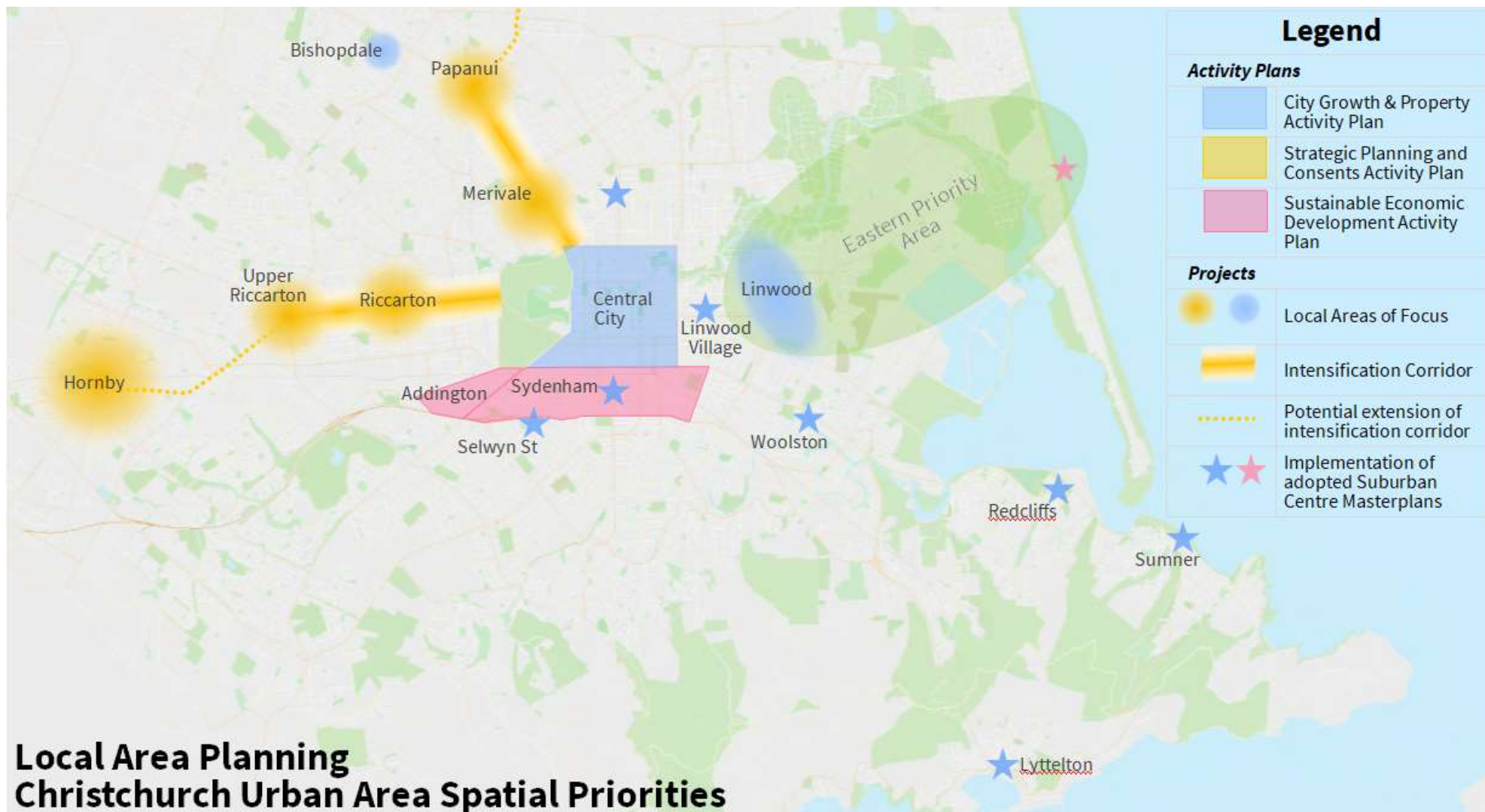
- **Strategic Planning and Consents Activity Plan:** corridor planning and larger areas/multiple suburbs.
- **City Growth and Property Activity Plan:** neighbourhood planning and site-focused placemaking, where a revitalisation focus is required.
- **Sustainable Economic Development Activity Plan:**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

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

Local Area Planning LTP increased funding proposal

Additional operational funding is sought to enable the delivery of a local area planning programme, including the development of detailed infrastructure plans, to be developed in a collaborative and effective manner. This requires adequate budget to undertake the technical assessments, utilisation and development of geospatial information and analysis tools, and co-development and engagement processes.

Item	Opex	From	What will this achieve?
Implementation of Local Area Planning programme	\$300K	FY26	Outputs from the local area planning programme will be used to inform reviews of financial and development contributions, asset investment and business plans, and assist the delivery of the Greater Christchurch Joint Work Programme and Community Board Plans.



A.4.2 Coastal Hazard Adaptation Planning (CHAP) Programme LTP budget adjustment

Purpose

Propose a budget readjustment through the 2024-2034 LTP to scale up delivery of adaptation planning in response to requests from Council's infrastructure and asset owners as well as communities, including the Banks Peninsula Community Board's Annual Plan submission on 27 April 2023 which sought an early expansion of the programme to include Akaroa. This proposed adjustment would also establish the Council's multi-hazard district risk-screening and engagement processes.

Council will need to commit to a climate adaptation capital programme that ensures timely and coordinated delivery of adaptation actions across the Council's asset classes.

This proposal recognises the urgent need for Council, communities and Rūnanga to proactively plan for climate impacts to give certainty and confidence to communities, and to ensure that infrastructure investments are resilient to climate hazards and provide good value for ratepayers.

The proposal is for:

- **Scaling up adaptation planning**
- **District-risk screening**

Background

How exposed is the district?

We are anticipating a further 14cm -23cm of sea level rise by 2050, and 38cm – 1m of sea level rise by 2100¹. With 397km of coastline circling a largely low-lying city we are significantly exposed to coastal flooding, erosion and rising groundwater along the coast, estuaries, and river systems.

The new Risk Explorer (REX) is the Council's most comprehensive risk screening tool. It uses the latest and best available hazard modelling data to assess the exposure and vulnerability of Council-owned and other assets. REX allows us to understand the likely timing of impacts of multiple climate hazards, including coastal hazards.

REX data in Table One indicates that within 30 years, between 24-29% of our roads, drinking and stormwater pipes are exposed to coastal hazards with a reasonable proportion considered highly vulnerable. However, over the next 50 years to 2100, the scale of exposure does not exponentially increase. This suggests that if Council invests heavily in adaptation planning in the short term, we may be able to effectively and significantly reduce our exposure early. However, if we delay, we will experience significant negative impacts within 30 years.

¹ We have experienced 10cm of SLR over the last 25 years.

Table One: Exposure of assets to coastal hazards at 20cm and 1m of Sea Level Rise (SLR)²

Asset	20cm of sea level rise		1m of sea level rise	
	Exposed to hazard risk	Highly vulnerable	Exposed to hazard risk	Highly vulnerable
Roads	631km (24%)	183km (7%)	772km (29%)	316km (12%)
Residential buildings	19,367 buildings (16%)	3,216 (3%)	24,973 (21%)	5,177 (4%)
Commercial buildings	1,434 buildings (16%)	209 (2%)	1,758 (19%)	298 (3%)
Māori land	423.9ha (3%)	166ha (1%)	451.6ha (4%)	213ha (2%)
Water supply network pipes	825km of pipes (29%)	188km (7%)	991km (35%)	192km (7%)
Stormwater network pipes	187km of pipes (28%)	19km (3%)	208km (31%)	33km (5%)
Wastewater network pipes	449km of pipes (16%)	379km (14%)	TBC	TBC
Sports areas	259 grounds (18%)	161 (11%)	328 (22%)	229 (16%)
Cemeteries	92.2ha (8%)	92.2ha (8%)	92.2ha (8%)	92.2ha (8%)

What has Council done to date and what are the limitations of the current activity?

In late 2020, Council established CHAP to undertake adaptation planning with communities and Rūnanga. The CHAP budget of \$1,126,232 funds a small team (4 FTEs), as well as the technical and engagement costs of adaptation planning across Lyttelton Harbour.

Due to the scale of exposure across the district, the number of communities affected, and the time required to plan collaboratively with communities, adaptation planning is occurring in tranches, starting in the Lyttelton Harbour-Whakaraupō and Port Levy-Koukourarata Adaptation Area. This is one of up to seven Adaptation Areas and at current pace, it is anticipated that it will take up to 14 years to complete the first round of planning across the whole district.

With further investment proposed in this bid, planning could be scaled up and sped up. Planning can take between 18-24 months in any one area – and so if an additional team was established, the first round of planning across the district could be concluded within 7-9 years providing Council and communities with greater certainty sooner.

In addition to adaptation planning, CHAP is overseeing the development of the REX. With additional investment (as set out in this bid), REX can guide the prioritisation of Council's climate adaptation activity by identifying which geographic areas are affected by which climate hazards, at what points in time, and how

² River flooding risk is not assessed in this table.

vulnerable assets in each area are to this exposure. It will inform asset planning and investment in hazard-prone areas. With additional resourcing, the information from REX could be shared constructively with communities and rūnanga to increase their resilience.³

What is the urgency and rationale for this work to be scaled up?

Awareness of the impacts of climate change, particularly after the devastation of Cyclone Gabrielle, has increased pressure to speed and scale up CHAP to work with more than one Adaptation Area at any one time. Communities and Council staff are seeking a faster pace as set out below.

Over the past year we have been approached by communities seeking earlier involvement in adaptation planning:

- Annual Plan 2023/24 submissions from the Banks Peninsula Community Board and Akaroa District Promotions sought an early start to adaptation planning in Akaroa area, following on from approaches in late 2022 by the Akaroa and Eastern Bay Residents Associations. Ōnuku rūnanga have also sought to partner with Council in the Akaroa area via Te Honanga.
- The Brooklands and the Redcliffs communities have both approached Council seeking an update on when they will become involved in adaptation planning.

For some time, Council's infrastructure and asset managers have been seeking earlier direction on community expectations to inform infrastructure planning, renewals and improvements and to enable sufficient lead in time for potential network changes:

- The Land Drainage Recovery Programme have deferred proposed work until wider adaptation planning can guide investments; for example, flood risk management in the Hansens Park area, and decisions on stormwater outfall pipes along Open Coast Pegasus.
- Council investments in renewals and/or new services are continually being made without the benefit of a community adaptation plan being in place; for example, include decisions about Duvachelles landfill, O'Kains Bay water supply, Pigeon Bay shorefront roading erosion, Akaroa wharf, and the North Beach surf lifesaving club.

Is it critical that Council gears up to go hard and go early on adaptation planning to ensure communities and Council infrastructure have proactive plans to meet the challenges of increased extreme weather events within the 30-year window set out in Table One.

Funding proposal

There are three components to this bid as outlined in Table Two:

- **Scaling up adaptation planning** – this bid proposes the creation of additional resource allowing adaptation planning to occur faster and to ensure that plans are implementation ready. This costs \$1,510,462 opex annually.
- **District-risk screening** – this bid proposes additional funds of \$250,000 annually are allocated to allow for further development of the REX to integrate new climate hazard modelling data (for example drought, fire, wind and rainfall), to better align modelling methodologies to simplify and

³ Better Off funds are being used to develop a Community Adaptation Toolkit that will set out practical advice on how to make your property or community more resilient to climate hazards. This will work in conjunction with REX.

improve the user interface, to extract information for regular reporting cycles to inform Council planning; and to provide communities with timely and accessible information to improve their resilience.

- **Implementation: establish a Climate Adaptation capital programme** – Capex will be needed for adaptation actions, recognising that adaptation planning involves significant uncertainty with plans developed for a 100-year timeframe and adaptation actions implemented only when agreed signals and triggers are met. As these triggers are met, funds are then allocated to 3Waters, Parks and Transport for implementation.

New funds sought annually

Item	Opex	Staff	Capex	From	What will this achieve?
Scaling up adaptation planning					
Create an additional CHAP team (1x Technical Lead, 3x Adaptation Advisors), fund existing shortfall in salaries, add a Monitoring and Reporting Lead and an Implementation Lead		\$810,462		F25	An additional team will speed up adaptation planning across the district meaning the first round can be concluded within 7-9 years instead of 14 years. This enables us to proactively plan and implement adaptation actions for communities and assets impacted within the 20cm sea level rise window (by 2050).
Associated technical (approx. 60%) and comms and engagement costs (approx. 40%). Includes Coastal Panel, Specialist and Technical Advisory Group, Independent Chair, localised technical assessments, economic analysis, technical support for Rūnanga, science communications and engagement materials)	\$700,000				The Monitoring and Reporting and Implementation roles are required to monitor signals and triggers set out in adaptation plans and to ensure funds are allocated to deliver adaptation actions.
District risk screening					
Risk screening for the district - further development of REX to incorporate non-coastal hazards, accompanying engagement and reporting cycles.	\$250,000			F25	Risk screening (via REX) can guide the prioritisation of Council's climate adaptation activity, inform asset and other planning and investment in hazard-prone areas, and inform communities and Rūnanga.

Risks of not allocating LTP funds sought in this proposal

Strategic Priorities Risk is associated with	Risk Description	Inherent risk rating
<ul style="list-style-type: none"> All Strategic Priorities 	If no capex is allocated for future CHAP work, communities will not have confidence that their adaptation plans will be implemented, resulting in significant wellbeing impacts on communities, and failure to meet strategic priorities to invest in adaptation and resilience, build trust and confidence, prioritise wellbeing, and balance the needs of todays and future generations.	High
<ul style="list-style-type: none"> All Strategic Priorities 	If no CHAP opex is allocated, then levels of service outlined in our Activity Plan cannot be met, resulting in a failure to leverage the current time we have to understand the impacts of climate change on Christchurch and implement solutions and an inability to meet Council's strategic priorities to invest in adaptation and resilience, build trust and confidence, 'prioritise wellbeing, and balance the needs of todays and future generations.	High
<ul style="list-style-type: none"> All Strategic Priorities 	If we fail to secure funding for CHAP, the required work will not be completed, resulting in the Council and community not being adequately prepared for the impacts of climate change creating reputational, legal, and financial risk, and decreased community wellbeing.	High
<ul style="list-style-type: none"> All Strategic Priorities 	If we fail to progress the CHAP work at pace, we will be unable to provide internal business units with data to inform their decision making, resulting in potential for wasted effort, time, money, and duplication of work and increased uncertainty to community members.	High
<ul style="list-style-type: none"> All Strategic Priorities 	If only one adaptation plan can be processed at any given time, then it may be more than 14 years' before one round of adaptation plans can be submitted and approved by Council resulting in an inability for Council, communities and Rūnanga to make clear and informed investment decisions, and further reducing the time frames for progressing adaptation infrastructure projects.	Medium
<ul style="list-style-type: none"> All Strategic Priorities 	If we fail to increase the CHAP team resources, CHAP staff workloads will continue to be unmanageable, due to increasing demands by internal and external stakeholders resulting in staff burn out, decreased wellbeing, staff retention issues and loss of highly specialised corporate knowledge.	High

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

B.1. Changing customer needs

Population / demographic changes (Medium impact)

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

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

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

Identity and social cohesion (No impact)

This Activity has identified no possible XXXXX issues impacting the Activity.

B.2. Tiriti Partnerships (Medium impact)

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

B.3. Technological growth (Medium impact)

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

B.4. Resilience and environmental considerations

Climate change & adaptation (Medium impact)

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

Sustainable development (medium impact)

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

B.5. Infrastructure (high impact)

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

B.6. Regulations & reform (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Resource Management reforms	Natural and Built Environment Bill and Spatial Planning Bill introduced November 2022.	<ul style="list-style-type: none"> Natural and Built Environment Bill and Spatial Planning is anticipated to be enacted by end of 2023. Climate Adaptation Act anticipated to be introduced late 2023. The first National Planning Framework to be released for consultation in Q4 2023. 	<ul style="list-style-type: none"> In the short term, the reforms will likely impact on how the plan-change work programme is delivered. In the longer term, Council will no longer be directly responsible for plan-making with this function proposed to sit with the Regional Planning Committee. This will impact on what and how Council delivers spatial and statutory planning services in the future. In the short term there will be minimal impacts on how resource consents are delivered given the length of the transition before the new plans are operative. In the longer-term there will be impacts on the resource consent services, however the extent of these is not fully known at this time. The Climate Adaptation Act will directly impact the CHAP work programme, however the extent of which is unknown at this stage. Subject to the content of the reforms, additional resource or funding may be necessary to support implementation. 	<ul style="list-style-type: none"> Staff are closely aligned with Ministry for the Environment to understand both the impacts of the reforms and timings for the transitional period. Staff work closely with elected members to determine the plan change prioritisation in the short-term while we transition to the new system.

Future for Local government	Future for Local Government review completed.	<ul style="list-style-type: none"> • Next stages for Local Government reviews have yet to be initiated and no timeframes have been released. 	<ul style="list-style-type: none"> • The extent to which any local government reform would impact on services are unknown at this stage. Once further detail on the direction of the reforms is signalled, any impacts can be determined. 	<ul style="list-style-type: none"> • Continue to work with our Greater Christchurch partners to plan for growth at the sub-regional level. • Continue to work with our regional partners to understand issues and opportunities at the regional level.
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B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations Inherent	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
<ul style="list-style-type: none"> N/A 	<p>Regulation and reforms If reforms from central government occur, such as the Resource Management reforms, then this will have significant impacts on our activity and require staff to respond to ensure alignment with government direction.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> Additional resource and funding to implement new national direction. Work programmes will need to respond to align with national direction. This is a particular risk for the CHAP work programme, which will need to respond to the introduction of the Climate Adaptation Act and any new statutory requirements. The transitional arrangements under the RM reforms are still to be determined. It is likely that considerable staff resource will be necessary to support the transition to the new planning system. 	Minor	Highly likely	Medium	<ul style="list-style-type: none"> Staff are closely aligned with central government to understand both the impacts of the reforms and the timings for transitional arrangements. Proposal for increased funding for coastal hazards adaptation planning to increase the resourcing of the team to deliver central government reforms. 	Medium

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

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

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

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



Strategic risk is associated with	Risk Description	Assessed Risk Level			Controls / Mitigations Inherent	Residual Risk Rating
		Impact	Likelihood	Inherent Risk Level		
<ul style="list-style-type: none">N/A	<p>LTP funds sought in CHAP bid</p> <p>If the LTP CHAP bid is unsuccessful then the level of service (LoS 9.5.7.4) outlined in the Activity Plan cannot be met, resulting in a failure to leverage the current time we have to understand the impacts of climate change on Christchurch and implement solutions and an inability to meet Council’s strategic priorities to invest in adaptation and resilience, build trust and confidence, ‘prioritise wellbeing, and balance the needs of todays and future generations.</p>	Major	Highly likely	Medium	<ul style="list-style-type: none">TBC	Medium