

Long Term Plan 2024-34 Activity Plan

# Strategic Policy and Resilience

- *Strategic Policy*
- *Climate Resilience*

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## Approvals

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

## This activity helps shape the future of our city.

Strategic policy and climate resilience work touches on almost all aspects of the Council’s activities. It provides the Strategic Framework and Infrastructure Strategy for the Council’s operational activities and supports all parts of Council to deliver their work programmes and services.

Local Government is in the midst of significant change. Substantial government change programmes are underway which will impact our sector and Council service provision. Over the next 2-3 years, these programmes may change core functions and, roles of the Council. This places additional challenges on this activity, which needs to support the organisation as a whole with strategic advice, policy development, influencing, and programme management.

This Activity helps lead the Council’s response, developing policy and supporting the Mayor, Councillors and ELT to better influence positive outcomes for Christchurch and Banks Peninsula.

The regulatory programme within this Activity maintains the efficiency and effectiveness of our bylaws ensuring we provide for public health and safety. The Activity’s policy advice responds to legislative change, local issues, needs and priorities and aims to enhance community well-being.

Responding to climate change will be one of the biggest challenges Christchurch faces and our climate resilience programme works together with the community and Council units to reduce emissions and adapt to the impacts of climate change.



Climate impacts are at the forefront of our strategic and policy frameworks and need to be resourced appropriately. In addition to the ten programmes identified in Kia Turoa te Ao, our Climate Resilience Strategy, our strategic approach is supporting a transformation of Council decision making to

ensure that climate resilience is placed front and centre as a decision-making consideration/criterion, as seen through this 2024-34 Long Term Plan

The Activity maintains oversight of such changes and ensures that we input and make submissions, and implement, at the right time to ensure that the Christchurch voice is heard.

Activities related to planning, future development and regeneration are no longer part of this activity plan and are now captured in other activity plans following an organisational restructure.

## This activity includes the following services:

	Services	Contributes to Community Outcomes
	<p><b>Strategic Policy</b></p> <ul style="list-style-type: none"> <li>• Bylaws and regulatory policy</li> <li>• Strategic and policy advice, review and development</li> <li>• Submissions on government reforms and issues critical to Council</li> </ul>	<ul style="list-style-type: none"> <li>• A thriving prosperous city</li> <li>• A collaborative confident city</li> <li>• A green, liveable city</li> <li>• A cultural powerhouse city</li> </ul>
	<p><b>Climate Resilience</b></p> <ul style="list-style-type: none"> <li>• Climate change strategy, policy, planning and advice</li> <li>• Emission reduction and strategic analysis</li> <li>• Resilience partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• A thriving prosperous city</li> <li>• A green, liveable city</li> </ul>





## What our community is saying



The Community engages with Council through multiple channels to provide guidance and feedback on policies, strategies and actions. The Life in Christchurch survey helps inform our priorities and activity.

- 95% of respondents see pollution of rivers, lakes and seas as a very important/important issue for Council.
- 92% of respondents see the cost of living as a very important/important issue for Council.
- 88% of respondents see affordable housing as a very important/important issue for Council.
- 79% of respondents see climate change as a very important/important issue for Council.

The Strategic Policy and Resilience Activity uses these community conversations alongside evidence and best practice to inform our advice to the Mayor and Councillors.

### Who our key customers are:

- Elected members and community boards
- Our community and businesses
- Internal Council business units and activities

### Who our key stakeholders are:

- Executive Leadership Team
- Community Boards and community
- Elected Members
- Regional Local Authorities
- Council Heads of Service
- Council owned organisations
- International partners





**What we do:** The purpose of the Strategic Policy and Resilience programme is to support the Council, residents, and businesses to adapt and respond to the changing legislative and regulatory environment, and to the challenges of climate change, by providing advice and fit-for-purpose policy frameworks which underpin decision-making and delivery of Council services.

**What residents think:** 61% of Life in Christchurch Survey respondents say using an electric car, bus or bike will have the biggest impact on reducing a household's emissions.







**What residents/stakeholders/customers say:** "I believe that the Council should do everything in its power, and more if possible. We need everyone everywhere rowing this waka of change" (Life in Christchurch respondent as to Council's role in Climate action 2022)

## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<p><b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	★	<p><b>Providing policy and bylaws to inform evidence-based decision making.</b></p> <ul style="list-style-type: none"> <li>We develop or influence Council strategies, policies and bylaws that support community wellbeing and drive consistent decision-making and delivery of Council services.</li> <li>We provide strategic support to other parts of the Council and form partnerships with other organisations, including regional and central government, to maximise opportunities to advance wellbeing in our district.</li> <li>We use planning and engagement processes that enable residents to have their say on the future direction of the city and on Council decisions</li> </ul>
	<p><b>A green, liveable city</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>	★★★	<p><b>Supporting Council, our operations and our community to improve our climate resilience.</b></p> <ul style="list-style-type: none"> <li>We develop or influence Council strategies, policies and bylaws that aim to protect and restore our natural environment and taonga, such as the Climate Resilience strategy and the Water Supply and Wastewater Bylaws.</li> <li>We provide strategic support to other parts of the Council and form partnerships with other organisations and regional and central government, to maximise opportunities to improve environmental outcomes in our district.</li> </ul>
	<p><b>A cultural powerhouse city</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events 'powerhouse'</p>	★	<p><b>Providing support for community wellbeing</b></p> <ul style="list-style-type: none"> <li>We develop or influence Council strategies and policies that support culture, heritage, sporting and recreation objectives.</li> <li>We provide strategic support to other parts of the Council and form partnerships with other organisations, including regional and central government, to maximise opportunities to improve social and cultural wellbeing in our district.</li> </ul>
	<p><b>A thriving prosperous city</b> Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	★	<p><b>Connecting with local, regional, national, and international partners to inform policy and strategy.</b></p> <ul style="list-style-type: none"> <li>We develop or influence Council strategies and plans that support sustainable economic development in the district, including supporting development of the Financial Strategy which is a key component of the Long Term Plan.</li> <li>We provide strategic support to other parts of the Council and form partnerships with other organisations, including regional and central government, to maximise opportunities to improve economic wellbeing for the district.</li> </ul>
<b>*Level of contribution – what this means</b>			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	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		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		



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

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	<b>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection</b>	★★	<ul style="list-style-type: none"> <li>The four aspects of wellbeing, and principles such as equity and inclusion, underpin our work in preparing advice for the Council, and leading or influencing Council strategies and policies</li> <li>We follow a 'Health In All Policies' approach to ensure our advice advances wellbeing for residents.</li> <li>We use planning and engagement processes that enable residents to have their say on the future direction of the city and on Council decisions.</li> </ul>
	<b>Champion Christchurch and collaborate to build our role as a leading New Zealand city</b>	★	<ul style="list-style-type: none"> <li>We form local and international partnerships to accelerate understanding and action on issues and opportunities important to our community.</li> <li>Engagement with regional and central government enables the interests of Christchurch to be reflected in their policies, programmes and regulations.</li> </ul>
	<b>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents</b>	★★	<ul style="list-style-type: none"> <li>Understanding the needs of our community is a core part of our strategic and long-term planning.</li> <li>Directly working with those affected by our decisions and regularly engaging with our community in a range of ways, (such as through partnerships, community surveys and the Have Your Say portal) allows our strategies, policies and plans to reflect community needs and aspirations.</li> </ul>
	<b>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.</b>	★★★★	<ul style="list-style-type: none"> <li>We promote a whole-of-council approach to understand and respond to the local impacts of climate change, to reduce greenhouse gas emissions across the Council and city, and to implement the Kia tūroa te ao Ōtautahi Christchurch Climate Resilience Strategy.</li> <li>We work with other parts of Council to ensure that opportunities to reduce emissions and improve climate resilience are realised.</li> </ul>
	<b>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</b>	★	<ul style="list-style-type: none"> <li>We provide value for money to rate payers by exploring and proactively responding to long-term risks and opportunities faced by our community and council. Through our efforts, Council is more able to respond in cost effective ways.</li> <li>We lead development of the Council's Infrastructure Strategy and its Development Contributions Policy, supporting critical advice to the Council on infrastructure and growth issues.</li> </ul>
	<b>Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind</b>	★★★★	<ul style="list-style-type: none"> <li>Equity and taking a long-term view are core approaches we apply in all our work.</li> <li>Through our strategies, policies, plans and advice, we help the Council understand issues and opportunities so we can plan for an inclusive and regenerative future.</li> <li>We balance the needs of today and tomorrow through our strategies, policies, plans and advice.</li> <li></li> </ul>
<b>*Levels of contribution - what this means</b>			
★★★★	This activity is critical to achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan		
★★★	This activity strongly supports achievement of this strategic priority – we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only		
★★	This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable		
★	This activity may provide incidental support for the achievement of this strategic priority – it's not cost-effective to measure our impact		




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


### Net zero emissions Christchurch

	<p>There are limited greenhouse gas emissions from this activity as it primarily involves delivering strategic policy and climate advice. Key sources of emissions are:</p> <ul style="list-style-type: none"> <li>• Electricity use in the office</li> <li>• Staff business travel</li> </ul>
	<p>We take the following actions to reduce emissions:</p> <ul style="list-style-type: none"> <li>• Provide climate guidance to staff on ways to reduce the Council's emissions across assets and services</li> <li>• Avoid non-essential business travel by using online meeting options where possible and use the shared EV fleet for local travel</li> </ul> <p>Greenhouse gas emissions by users of Strategic Policy and Resilience</p> <ul style="list-style-type: none"> <li>• There are no significant GHG emissions from others as a result of this activity</li> </ul>

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

	<p>Key climate risks for the Strategic Policy and Resilience activity:</p> <ul style="list-style-type: none"> <li>• There are limited direct physical risks on the activity and no physical assets held by the activity.</li> <li>• Staff traveling to or for work may be affected by changes to climate, heat and outdoor air quality.</li> <li>• Staff wellbeing may be affected by continual exposure to information about climate change and work-related stress due to significant expectations for action on climate change from central and local government and communities.</li> <li>• Programme delivery may be affected by changes in climate change direction from central government.</li> <li>• Specific delivery risks and mitigations in relation to our climate resilience programme are outlined in the risk section.</li> </ul>
	<p>Options to reduce the risks to the Strategic Policy and Resilience activity, and the community, include:</p> <ul style="list-style-type: none"> <li>• Inclusion of key risks in the Council risk register with a plan to manage these</li> <li>• Use of Council wellbeing resources and tools</li> <li>• Development and implementation of a sized and deliverable climate resilience work programme focused on high impact actions</li> </ul>

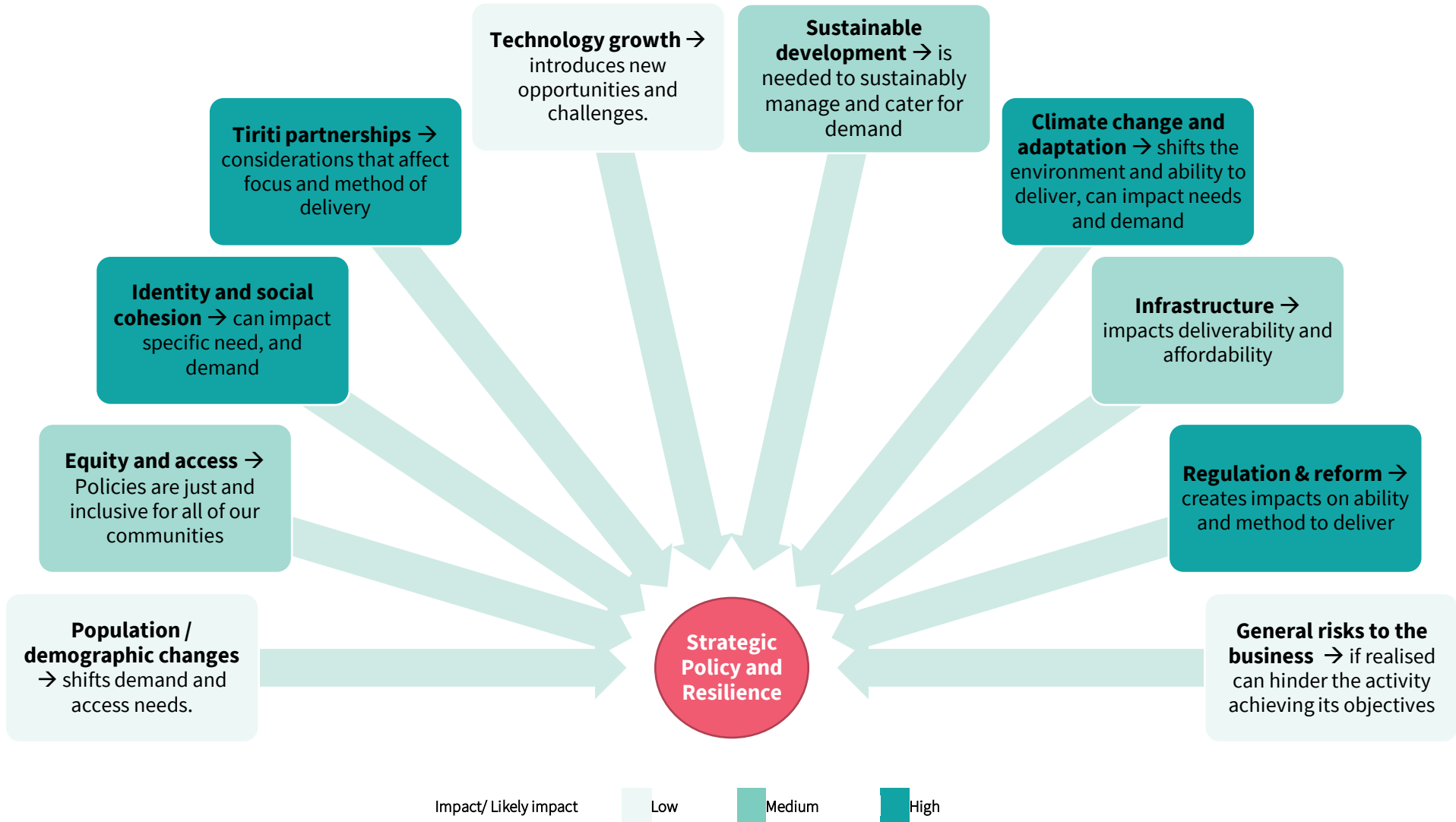
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• The newly established climate resilience team will identify delivery pathways across Council for implementation of the Climate Resilience Strategy.</li> <li>• The climate resilience team will deliver a programme of work that addresses climate change.</li> <li>• Specific levels of service outline the support and advice the climate resilience team will provide towards achievement of emissions reductions targets – for Council to be net carbon neutral by 2030 and for Christchurch District to have net zero greenhouse gas emissions (excluding methane) by 2045.</li> </ul>
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# 3. How we are planning for future impacts

There are various factors influencing current and future demand for Council and the ability to deliver them. These are listed below.

## 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.



### Tiriti partnerships

#### High impact issues:

→ current change includes evolution in the role of local government in Tiriti partnerships. Our Council will need to prepare for this change

**Mitigating actions** Tiriti partnerships need more resourcing and capability, and our systems, including decision-making, will need to change and adapt. We need to do better in building a te ao Maori perspective into strategy and policy advice.



### Regulation & reform

#### High impact issues:

→ significant change underway for LG sector

Govt change programmes may shift significant functions and budgets to new entities during the course of this LTP. This will substantially **impact our work programmes & budgets, and ways of working in the future**. Reforms are proceeding piecemeal which is limiting ability of LG to engage constructively.

**Mitigating actions** include this Activity's strategic support to ELT and elected members to understand and engage in change processes and advocate for the city.



### Identity and Social Cohesion

#### High impact issues:

→ Society is rapidly diversifying.

Social cohesion and a feeling of belonging is **critical for achievement of the Council's community outcomes** - achieving all of the outcomes will be impossible without this.

**Mitigating actions** social cohesion and inclusion requires ongoing collaboration and conversations. It also requires workforce diversity and cultural competence, and good data analysis, monitoring and evaluation.



### Climate change and adaptation

#### High impact issues:

→ Increasing physical impacts, transition to a low-carbon economy, governance and community expectations for action

This will **impact the community outcomes and strategic priorities**. Climate change will remain a strategic priority and substantially impact our work programmes and ways of working.

**Mitigating actions** include developing and resourcing a substantive climate resilience programme of work

**Strategic Policy and Resilience**

## 4. Our levels of service

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

### Services & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
<b>Strategic Policy</b>					
<b>Advice to Council on high priority policy and strategic issues that affect the city</b>	Advice meets emerging needs and statutory requirements and is aligned with governance expectations in the Strategic Framework (17.0.1.1)		Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy		Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy
	Bylaws and regulatory policies to meet emerging needs and satisfy statutory requirements (17.0.19.4)	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements			
<b>Climate Resilience</b>					
<b>Provision of advice, strategies and policies that relate to climate resilience</b>	Identify delivery pathways for implementation of the Council’s Climate Resilience Strategy (17.0.23.1)	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy			
	Provide support and advice on measuring and reducing greenhouse gas emissions (17.0.23.2)	Report annually on Council’s emissions			

## 5. How assets will be managed to deliver the services

This activity does not have assets.



## 6. Capital expenditure and key capital projects

This activity does not have capital expenditure and key capital projects.

# 7. Financial resources needed

## 7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

### Strategic Planning, Future Development & Regeneration

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
<b>Activity Costs Before Overheads by Service</b>										
Strategic Policy	3,807	4,017	4,051	4,132	4,212	4,293	4,371	4,448	4,525	4,601
21st Century City	979	1,008	1,030	1,054	1,078	1,102	1,125	1,147	1,170	1,193
	<b>4,787</b>	<b>5,025</b>	<b>5,081</b>	<b>5,186</b>	<b>5,290</b>	<b>5,394</b>	<b>5,496</b>	<b>5,595</b>	<b>5,696</b>	<b>5,793</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs	1,679	1,827	1,813	1,842	1,894	1,900	1,928	1,956	1,984	2,011
Direct Maintenance Costs										
Staff and Contract Personnel Costs	3,057	3,146	3,215	3,290	3,363	3,437	3,510	3,580	3,652	3,721
Other Activity Costs	50	52	53	54	55	57	58	59	60	61
<b>Overheads, Indirect and Other Costs</b>										
Depreciation	1,318	1,401	1,429	1,486	1,557	1,615	1,662	1,751	1,789	1,801
Debt Servicing and Interest										
<b>Total Activity Cost</b>	<b>6,105</b>	<b>6,426</b>	<b>6,511</b>	<b>6,671</b>	<b>6,869</b>	<b>7,010</b>	<b>7,158</b>	<b>7,346</b>	<b>7,485</b>	<b>7,594</b>
<b>Funded By:</b>										
Fees and Charges	5	5	5	5	6	6	6	6	6	6
Grants and Subsidies										
Cost Recoveries	669	688	704	720	736	752	768	784	799	815
Other Revenues										
<b>Total Operational Revenue</b>	<b>674</b>	<b>694</b>	<b>709</b>	<b>725</b>	<b>742</b>	<b>758</b>	<b>774</b>	<b>790</b>	<b>805</b>	<b>821</b>
<b>Net Cost of Service</b>	<b>5,431</b>	<b>5,732</b>	<b>5,802</b>	<b>5,946</b>	<b>6,127</b>	<b>6,251</b>	<b>6,384</b>	<b>6,557</b>	<b>6,679</b>	<b>6,773</b>
<b>Funding Percentages</b>										
Rates	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>										
Improved Service Levels										
Renewals & Replacements										
<b>Total Activity Capital</b>										

## 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 Policy and Resilience activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Strategic Policy and Resilience activity are allocated out to the External Activities by way of Corporate Overhead. For explanation of how each External Activity funds Corporate Overhead please refer to section 7.2 of those External Activity Plans.
- **Capital expenditure:** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on service level improvements and asset renewals.
- This funding approach is based on applying the following main funding principles to determine the funding policy.

### 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*
<b>Renewal/replacement</b>	Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.	High
<b>Service improvement</b>	Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.	Low
<b>Growth</b>	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.	Low

### Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	High
Borrowing	Low
Development Contributions	-
Grants and Other	-

\* 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 Polices can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## 8. Possible significant negative impacts on wellbeing



**This activity does not expect any significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.**

# Appendices

The background of the slide is a solid teal color. Overlaid on this is a repeating pattern of light teal diamonds. Each diamond is formed by two overlapping squares, creating a grid of smaller diamonds. The pattern is consistent across the entire page.



## A. Appendix A: Levels of Service detail

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

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

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

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
<b>Strategic Policy</b>											
Advice to Council on high priority policy and strategic issues that affect the city	17.0.1.2	Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements	Carry out policy reviews in accordance with Unit work programme and provide advice to meet emerging needs and statutory requirements	Internal Unit work programme monitoring.	A thriving prosperous city A collaborative confident city A green, liveable city A cultural powerhouse city	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved		M
	17.0.1.1	Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework		Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy		Triennial (every three years) reconfirmation of the Strategic Framework and Infrastructure Strategy	Council adopts revised Strategic Framework and Infrastructure Strategy at the start of each new term.	A thriving prosperous city A collaborative confident city A green, liveable city A cultural powerhouse city	2023: Achieved 2022: Achieved 2020: Achieved 2019: Achieved		C
	17.0.19.4	Bylaws and regulatory policies meet emerging needs and satisfy statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements	Bylaws are reviewed in accordance with statutory requirements. New bylaws are introduced in response to emerging issues.	A collaborative confident city  A green, liveable city	2023: Achieved 2022: Achieved 2021: Achieved 2020: Achieved 2019: Achieved	LGA 2002 requires new bylaws to be reviewed after five years and existing bylaws be reviewed ten-yearly	C
<b>Climate Resilience</b>											
Provision of advice, strategies and policies that relate to climate resilience	17.0.23.1	Identify delivery pathways for implementation of the Council's Climate Resilience Strategy	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy	Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy	Delivery pathways identified, delivery programme in place	A green, liveable city A thriving prosperous city	2023: Climate change embedded in LTP process 2022: Climate Resilience Strategy adopted by Council.	Delivery pathways identified, delivery programme in place	C
	17.0.23.2	Provide support and advice on measuring and reducing greenhouse gas emissions	Report annually on Council's emissions	Report annually on Council's emissions	Report annually on Council's emissions	Report annually on Council's emissions	Reporting is to national standards and/or externally verified. Advice shows progress toward our Council adopted emissions reduction targets.	A green, liveable city A thriving prosperous city	2023: Unable to deliver a greenhouse gas report this financial year 2022: Unable to deliver a greenhouse gas report this financial year		C
	17.0.23.3	Provide support and advice on measuring and reducing Christchurch's greenhouse gas emissions			Report triennially (every three	Report triennially (every three	The District emissions report published on the CCC website every three years.	A green, liveable city A thriving prosperous city	2023: A District footprint was not delivered		M

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
					years) on Christchurch's emissions	years) on Christchurch's emissions			2022: Christchurch District Greenhouse Gas Emission Tracker was launched in May 2022.		
	17.2.34	Provide policy and advice for Council on climate resilience	Council teams receive advice enabling action on climate change	Council teams receive advice enabling action on climate change	Council teams receive advice enabling action on climate change	Council teams receive advice enabling action on climate change	Internal Unit work programme monitoring.	A green, liveable city A thriving prosperous city	2023: Achieved		M

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

*Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under Level of Service Statements. This provides a reduced suite of levels of service that are most critical and meaningful, rationalising the overall number to be presented in the LTP and included in future performance reporting to ELT, Council and the community, while ensuring continued transparency of non-financial performance across services. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those changes specifically set out below.*

### Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>9.5.1.1 Guidance on where and how the city grows through the District Plan. Target: Maintain operative District Plan, including monitoring outcomes to inform changes, and giving effect to national and regional policy statements</p>	<p>These LoS has moved to the Activity of Planning and Resource Consents.</p>	<p>These LoS fits under the service of Land use planning &amp; Strategic Transport, which, which is now covered under the Activity Planning and Resource Consents.</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>9.5.4 Process private plan change requests. Target: 100% of any proposed private plan changes comply with statutory processes and timeframes</p>			
<p>9.5.7.4 Develop a coastal hazard assessment and strategic adaptation framework to guide the development of adaptation pathways with communities who may be exposed to coastal hazards caused by climate change. Target: Deliver Community Adaptation Plans for second tranche of communities. Commence engagement with third tranche of communities.</p>			
<p>17.0.1.8 Deliver integrated spatial planning that supports growth and development and meets the needs of the community Target: Christchurch Spatial Plan is reviewed annually and updated as required.</p>			

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>9.5.1.3 Work with strategic partners on defining the urban form for Greater Christchurch that informs the RPS review Target: Maintain and update capacity assessment</p>	<p>These LoS has moved to the Activity of Planning and Resource Consents.</p>	<p>These LoS fits under the service of Land use planning &amp; Strategic Transport, which, which is now covered under the Activity Planning and Resource Consents.</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>17.0.11.1 Deliver a strategic vision for an efficient and integrated transport system that supports a sustainable future and liveable city. Target: Confirm council activities (LTP/capital program) aligned with CTP</p>			
<p>17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking. Target: Provide annual regeneration programme report/s to Council, that report on:</p> <ul style="list-style-type: none"> <li>• Central City regeneration projects, including a focus on residential development (P8011)</li> <li>• Regeneration projects in priority Suburban Centres</li> <li>• Annual Heritage Festival</li> </ul>	<p>This LoS of urban regeneration has moved to the Activity of City Growth and Property</p>	<p>This LoS fits better under service of Urban Regeneration, which is now covered by the Activity of City Growth and Property</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>17.0.17.3 Provide design review advice for developments across the city through coordination of an independent Urban Design Panel Target: 100% compliance for coordination of the Urban Design Panel with agreed terms of reference</p>			



Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.20.3 Deliver small scale temporary and permanent capital projects to support city identity, community leadership and placemaking. Target: 100% of capital projects align with Urban Regeneration Capital Programme objectives.</p>	<p>This LoS of urban regeneration has moved to the Activity of City Growth and Property</p>	<p>This LoS fits better under service of Urban Regeneration, which is now covered by the Activity of City Growth and Property</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>1.4.3.1 Provide heritage and urban design advice to support resource consent process Target: 95% of advice provided within 10 working days</p>			
<p>1.4.2 Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability) Target: 100% compliance with agreed management and administration procedures for grants</p>			
<p>17.0.42 Support the Greater Christchurch Partnership. Target: Support priority projects from Greater Christchurch Partnership</p>	<p>This LoS has moved to the Activity of Digital</p>	<p>This LoS fits under the service of Smart Christchurch, which is now covered under the Digital Activity</p>	<p>Consultation not required: LOS retained in the LTP.</p>
<p>17.0.40 (M) Trial technologies and approaches that enhance and stimulate innovation for improved community outcomes.</p>			
<p>17.0.1.9 High quality of policy advice provided to Council and ELT</p>	<p>This L.O.S has been deleted and merged into 17.0.1.2</p>	<p>This was a duplication and removal of the NZIER standard that is no longer supported. Activity remains with internal measurement 17.0.1.2</p>	<p>Management measure, no consultation required.</p>
<p>17.0.41 Greater Christchurch extracts value from 100 Resilient Cities relationship</p>	<p>Deletion as Level of Service. Function of support of Council resilience partnerships embedded in other Levels of Service</p>	<p>External funding for Greater Christchurch resilient cities programme of work has ended. International partnership and collaboration will continue.</p>	<p>Management measure, no consultation required.</p>

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
		<p>Advice and support on resilience is provided through 17.0.23.1, 17.0.1.1, 17.0.1.2</p> <p>Council has international engagement and co-operation in collaborative resilience projects measured via an annual report to Council</p>	

## New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>LOS 17.0.2.34 (M)</p> <p>Provide policy and advice for Council on climate resilience.</p> <p>Target: Council teams receive advice enabling action on climate change</p>	<p>New Level of Service</p> <p>Please note that these LOS changes were adopted during the AP 2023/24, as approved by ELT.</p>	<p>Resourcing to align the activities resourcing and prioritisation and manage delivery to climate resilience programme</p>	<p>Management measure, no consultation required.</p>

## Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>17.0.1.2 (M)</p> <p>LTP 2021 LOS description: Advice to Council on high priority policy and strategy issues that affect the CityAdvice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework.</p> <p>LTP 2024 LOS description Advice meets emerging needs and statutory requirements, and is aligned with</p>	<p>Change from C to M remove council reporting.</p> <p>Change in wording in target: <i>From</i> Annual strategy and policy forward work programme is aligned to Council Strategic Framework, and is submitted to Executive Leadership Team, and Council as required. <i>To</i> Carry out policy reviews in accordance with Unit work programme and provide advice to</p>	<p>With the community facing activity moving to another activity area, the L.O.S is changed from community to Management</p>	<p>Management measure, no consultation required.</p>

governance expectations in the Strategic Framework	<p>meet emerging needs and statutory requirements.</p> <p>Change in Method of Measurement, <i>from</i> Annual forward work programme is produced for Council that is consistent with Council’s strategic framework. This is currently reported to Council on a 6 monthly basis. <i>To</i> Internal Unit work programme monitoring.</p>		
<p>17.0.1.1 (M→C) LTP 2021 LOS description: Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework.</p> <p>LTP 2024 LOS description Advice meets emerging needs and statutory requirements, and is aligned with governance expectations in the Strategic Framework</p>	<p>Change from M to C include council reporting.</p> <p>Change of Target <i>from</i> Triennial reconfirmation of the strategic framework or as required. <i>to:</i> triennial reconfirmation of the Strategic Framework and Infrastructure Strategy (note: target not applicable every year)</p> <p>Change of Method of Measurement <i>from</i> Council adopts revised Strategic Framework <i>to</i> Council adopts revised Strategic Framework and Infrastructure Strategy at the start of each new term.</p>	Previous LOS updated to reflect responsibility for development and monitoring of the Council’s Infrastructure Strategy moving to this Activity.	Consultation not required. LOS now reported to Council/Community. Change also noted in the Statement of Service Provision.
17.0.23.1 (C) LTP 2021 LOS Description:	Change from development of strategy by Strategic Policy and Resilience to whole-of-Council implementation	Previous L.O.S was achieved and has been modified to support whole of council implementation with internal measurement standards	No specific consultation required. Change also noted in the Statement of Service Provision.

<p>Develop a comprehensive climate change strategy that will guide policy development, planning and decision making</p> <p>LTP 2024 Description: Identify delivery pathways for implementation of the Council’s Climate Resilience Strategy</p>	<p>Change in Target <i>from</i> ongoing monitoring and measurement framework in place. <i>To</i> Annual reporting to Council on progress of organisation to deliver the Climate Resilience Strategy.</p>		
<p>17.0.23.2 (C) LTP 2021 LOS Description: Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction.</p> <p>LTP 2024 Description: Provide support and advice on measuring and reducing greenhouse gas emissions</p>	<p>Change in Target from: LTP 2021: Deliver a greenhouse gas emission report for Council’s activities for each financial year. To LTP 2024: Report annually on Council’s emissions</p> <p>Change in Method of Measurement From: The greenhouse gas emission report is delivered for the financial year and is reported on in the following financial year. To: Reporting is to national standards and/or externally verified. Advice shows progress toward our Council adopted emissions reduction targets.</p>	<p>Wording change for clarity and differentiation between what this level of service delivers versus what LOS 17.0.23.3 delivers (Council vs Christchurch District), as the Council is not in full possession of all Christchurch data in the way we are Council data.</p>	<p>Consultation not required.</p>
<p>17.0.23.3 (C→M) LTP 2021 LOS Description: Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction.</p> <p>LTP 2024 Description:</p>	<p>Change in Target from: LTP 2021: Deliver bi-annual Christchurch Community Carbon Footprint report To LTP 2024: Report triennially (every three years) on Christchurch’s emissions</p>	<p>Wording change in the measure of success for clarity and differentiation between what this level of service delivers versus what LOS 17.0.23.2 delivers.</p> <p>Target has changed from biennial to triennially to manage resource</p>	<p>Consultation not specifically required as LOS is retained in the Activity plan. Change also noted in the Statement of Service Provision.</p>

<p>Provide support and advice on measuring and reducing Christchurch's greenhouse gas emissions</p>	<p>Change from Community Measure to Management Measure</p> <p>Change in Method of Measurement  from: The greenhouse gas emission report is delivered for the financial year and is reported on in the following financial year  To: The District emissions report published on the CCC website every three years.</p>	<p>efficiency when capturing the trends over time (which are more reliable when working towards a long term goal).</p> <p>Change to internal measure with AuditNZ advice, as this report will not be audited by AuditNZ.</p>	
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## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

### B.1. Changing customer needs

#### Population / demographic changes (Low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population / demographic changes impact on strategic policy activities	Changes have minimal direct impact on activities covered in this plan	<ul style="list-style-type: none"> <li>Managed retreat and adaptation will impact on policy needs.</li> <li>Demographic and geographic changes may impact on operational units, which may require additional operational policy development</li> </ul>	<ul style="list-style-type: none"> <li>Increasing demand for advice and policy from operational units</li> <li>Increased impact of climate on resourcing (see detailed analysis below)</li> </ul>	<ul style="list-style-type: none"> <li>Advice and support to enable organisation response.</li> <li>During any transition apply key guiding principles to decisions aligned with national direction and council strategies</li> </ul>

#### Equity and access (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Policy and advice must incorporate equity and access direction	Policy developed considers equity and access alongside other impacts.	<ul style="list-style-type: none"> <li>This will continue to remain a priority.</li> <li>Geographical movement due to climate change may impact on access and equity (Just Transition)</li> </ul>	<ul style="list-style-type: none"> <li>Minor</li> <li>Increased impact of climate on resourcing (see detailed analysis below)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a watching brief</li> <li>Advice and support to enable organisation response.</li> </ul>

#### Identity and social cohesion (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Policy advice must consider social cohesion and identity issues.	Society is rapidly diversifying.	<ul style="list-style-type: none"> <li>Social changes may impact on operational units, and remain a backdrop to preparation of policy advice.</li> </ul>	<ul style="list-style-type: none"> <li>Social cohesion and a feeling of belonging is critical for achievement of Council community outcomes.</li> <li>Policy advice needs to draw on and reflect diverse views amongst the community</li> </ul>	<ul style="list-style-type: none"> <li>Cohesion and inclusion requires ongoing conversations and collaboration.</li> <li>It also requires workforce diversity, cultural competence, good data</li> </ul>



				analysis, monitoring & evaluation. <ul style="list-style-type: none"> <li>• Development of a new Equity and Inclusion policy should be completed in the 23/24 FY.</li> </ul>
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## B.2. Tiriti Partnerships (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Current Government reforms include an evolution in the role of local Government in Tiriti partnerships.	Tiriti partnerships need more resourcing and capability within Council.	<ul style="list-style-type: none"> <li>• We have sought to recruit a senior analyst experienced in this area but that has so far been unsuccessful. This limits our ability to build a te ao Māori perspective into future strategy and policy advice.</li> <li>• Council processes, including decision-making processes, may need to adapt to the evolution underway in this area.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy advice needs to draw on and reflect mana whenua views but we currently don't have the resourcing to do this.</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertain at this stage.</li> </ul>

## B.3. Technological growth (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Technical growth impacts on ability of activity to perform its functions		<ul style="list-style-type: none"> <li>• Artificial intelligence is expected to impact on the local and global politics and verifiability of information to inform decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Technology is expected to have a low direct impact on the activity.</li> <li>• Misinformation or disinformation may impact on decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a watching brief</li> <li>• Provide best practice advice to support organisational decision-making and Council strategies</li> </ul>

## B.4. Resilience and environmental considerations

### Climate change & adaptation (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
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<p>Climate change may increasingly impact assets causing accelerated deterioration and underperformance compared to current levels of service.</p>	<p>Some assessment has been made of these issues</p>	<ul style="list-style-type: none"> <li>Increases the probability of failure of the asset resulting in the inability to perform as required and meet the needs of the public.</li> <li>Assets may not have the capacity to cope with significant events and may become unreliable.</li> <li>Climate change will create the need for more robust information to be available on the criticality and vulnerability of assets across the city</li> </ul>	<ul style="list-style-type: none"> <li>Increasing demand for advice and policy</li> <li>Reactionary responses instead of proactive planning</li> </ul>	<ul style="list-style-type: none"> <li>Develop pilot projects that reduce climate risks or emissions, or build Council knowledge and capability to inform future decisions</li> <li>Advice and support to enable organisation response.</li> <li>During the transition period apply key guiding principles to decisions to invest aligned with national direction and council strategies</li> </ul>
<p>Climate change (extreme weather events, changes in temperature, sea level rise etc.) may physically impact services, assets, and communities</p>	<p>Some assessment has been made of these issues</p>	<ul style="list-style-type: none"> <li>Physical risks associated with climate change are likely to increase over time</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Policy and Resilience may experience increasing demand for our services</li> <li>There is a possibility of proactive planning giving way to the need for reactive response to sudden extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>Develop a climate resilience programme focused on reducing emissions and climate risks, while building Council knowledge and capability</li> <li>Provide best practice advice on climate resilience to support organisational response</li> </ul>
<p>In the transition to a low-carbon future, there are policy and regulatory, technological, financial, reputational and legal considerations.</p>	<p>Some assessment has been made of these issues</p>	<ul style="list-style-type: none"> <li>Changes in government policies and regulations may affect Council, for example leading to changes in the cost of carbon or in expectations re action on managed retreat.</li> <li>Technological and financial issues include needing to make the right choices in low-carbon purchasing and building.</li> <li>Reputational and legal risks include failing to take action or taking wrong actions on climate change.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Policy and Resilience may experience increasing demand for our services</li> <li>There is a possibility of proactive planning giving way to the need for reactive response to unanticipated events</li> </ul>	<ul style="list-style-type: none"> <li>Develop a climate resilience programme focused on reducing emissions and climate risks, while building Council knowledge and capability</li> <li>Provide best practice advice to support organisational decision-making and investing, aligned with national direction and Council strategies</li> </ul>

Increased governance and community expectations for information, engagement and action on climate	Governance reporting and community engagement takes place	<ul style="list-style-type: none"> <li>Climate action will remain a high strategic priority</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Policy and Resilience may experience increasing demand for our services</li> <li>There is a need to prioritise and resource these activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop a climate resilience programme with agreed priorities for action</li> </ul>
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### Sustainable development (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions	GHG emissions are tracked for Council and operational units have the tools to manage their GHG. Council GHG reduction targets remain unchanged	<ul style="list-style-type: none"> <li>Climate action will remain a high strategic and operational priority</li> <li>Communities' expectation of Council being a leader in GHG reduction may continue to grow.</li> <li>New emission reducing technology may become available and be operationalised.</li> </ul>	<ul style="list-style-type: none"> <li>Our activity has a low carbon footprint</li> <li>Strategic Policy and Resilience may experience increasing demand for advice from operational units</li> </ul>	<ul style="list-style-type: none"> <li>Provide best practice advice to support organisational decision-making and investing, aligned with national direction and Council strategies</li> </ul>
Ethical markets & procurement	Sustainability is built into current Council procurement processes	<ul style="list-style-type: none"> <li>This will continue to remain a priority</li> </ul>	<ul style="list-style-type: none"> <li>Minor</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a watching brief</li> </ul>
Resilience & risk	Resilience and Risk are built into all Council current processes	<ul style="list-style-type: none"> <li>Climate change will create the need for new policy and risk management.</li> <li>Funding policy may be required to resource responses.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Policy and Resilience may experience increasing demand for our services</li> <li>There is a need to prioritise and resource these activities</li> </ul>	<ul style="list-style-type: none"> <li>Provide best practice advice on resilience and risk to support organisational response</li> </ul>
Natural hazards	Natural Hazard (significant events) response and recovery are coordinated through	<ul style="list-style-type: none"> <li>The increased likelihood of significant events may increase community expectations of council leading policy on long term recovery</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Policy and Resilience may experience increasing demand for our services.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Maintain a watching brief working with our emergency response team</li> </ul>

	our emergency management activity	<ul style="list-style-type: none"> <li>• Likelihood of centralised recovery agencies setting direction nationally and locally</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Programme management of priorities to allow reprioritisation if required</li> </ul>
Triple bottom line	The consideration of people, planet and financial accountability is in our decision-making frameworks	<ul style="list-style-type: none"> <li>• There may be increased citizen pressure to ensure good decision making and policy</li> <li>• Central government may require specific standards (i.e. financial disclosure) increasing local accountability and resourcing.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Policy and Resilience may experience increasing demand for our services.</li> <li>• Government policy may differ from council policy</li> <li>• There is a need to prioritise and resource these activities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide best practice advice to support organisational decision-making and investing, aligned with national direction and Council strategies.</li> </ul>

## B.5. Infrastructure (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Under investment in the maintenance of our infrastructure and ageing/deteriorating Infrastructure	We continue to sweat assets and limit our rates increases	<ul style="list-style-type: none"> <li>• Increases the probability of failure of the asset.</li> <li>• Physical assets may deteriorate. This impacts their performance and overall output with the need to repair an asset to restore it to its optimal working condition.</li> </ul>	<ul style="list-style-type: none"> <li>• We may not be able to access quality data to inform strategic decisions on assets.</li> <li>• Strategic Policy and Resilience may experience increasing demand for our services.</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Strategy aligns with best practice Asset Management</li> <li>• Infrastructure Strategy identifies risks and impacts of climate change to inform council decisions on capital programmes.</li> </ul>
The capacity and capability of Council to deliver infrastructure capital programmes.	Fragmented structure for asset management leading to inconsistent asset management maturity across the organisation	<ul style="list-style-type: none"> <li>• Infrastructure and Financial Strategy is unable to deal with growth pressures and environmental expectations.</li> <li>• Reputational risk to the council and council employees</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to prioritise and resource Infrastructure Strategy development.</li> <li>• Policy needs to adapt to the changing levels of asset condition and inform appropriate levels of services</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and advice is provided to Council to inform the cost of maintaining levels of service.</li> <li>• Infrastructure strategy gives effect to national legislation</li> </ul>

## B.6. Regulations & reform (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Government change programme	Significant change for the local government sector was signalled, and in some cases commenced, by the previous Government, with the new Government now expected to wind-back/amend some of those change programmes.	<ul style="list-style-type: none"> <li>The new government will determine the extent to which the reform programme continues in its current form or is adjusted.</li> </ul>	<ul style="list-style-type: none"> <li>Major changes to how three waters and resource management services are delivered were underway and are now likely to be wound back, with key decisions expected early in 2024.</li> <li>Likely future impact of the reform of the local government sector as a whole remains uncertain until a Government response to the report of the Independent Panel is delivered (presumably post-election).</li> </ul>	<ul style="list-style-type: none"> <li>Staff are maintaining a watching brief and providing advice on reform developments where required.</li> </ul>

## B.7. Identified Business Unit Risks

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

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> <li>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents</li> <li>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents</li> </ul>	<p><b>Three Water reform</b> When Water Service Entities (WSE) are established, the bylaw review work programme may be disrupted</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>New relationship agreements</li> <li>transition impacts</li> <li>community consultation</li> <li>complicated WSE compliance and enforcement powers</li> </ul> <p>The change in central government has signalled a change in Three Water reform, with implications not yet clear.</p>	Moderate	Almost Certain	High	<ul style="list-style-type: none"> <li>Work with WSE on timing of transition programme</li> <li>Review Bylaw review timeline to reduce impact.</li> <li>Work with Council enforcement teams on development of relationship agreement with WSE</li> </ul>	Low
<ul style="list-style-type: none"> <li>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the</li> </ul>	<p><b>Introduction of high impact reform</b> If local government or climate related reform are made law, then work programmes may be disrupted due to increased workload to revise internal policy to align with legislation</p>	Moderate	Almost Certain	High	<ul style="list-style-type: none"> <li>Development of unit programme of work to identify how to optimise workflow.</li> <li>Identify additional resourcing skills/expertise (internal and external) to fill gaps.</li> </ul>	Medium



Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> <li>issues that are important to our residents.</li> <li>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 indigenous biodiversity, water bodies and tree canopy.</li> </ul>	<p>There is a risk of:</p> <ul style="list-style-type: none"> <li>Reprioritisation of existing L.O.S.</li> <li>Inability to meet deliverables and planned levels of service.</li> <li>Diversion of resources to meet new requirements.</li> <li>Additional resourcing required exceeding budget</li> </ul>				<ul style="list-style-type: none"> <li>Identify current activity undertaken that can be ended/deprioritised of given back to Council activity owner.</li> <li>Regular briefing to leadership on prioritisation options.</li> </ul>	
<ul style="list-style-type: none"> <li>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.</li> <li>Manage ratepayers' money wisely, delivering quality core services to the whole</li> </ul>	<p><b>Staff wellbeing</b> If the legislative and reform environment continues to be highly ambiguous and reactive, then staff may feel pressured and have unreasonable workloads There is a risk of:</p> <ul style="list-style-type: none"> <li>Staff burnout and related health issues</li> <li>Absenteeism and productivity impacts</li> <li>Increased recruitment costs if retention impacted</li> </ul>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>Increased leadership engagement with teams on wellbeing</li> <li>Increased EAP, People and Culture connections</li> <li>Wellbeing activities embedded into day-to-day working culture.</li> <li>Development of unit programme of work to prioritise activities and manage individual workloads</li> </ul>	Medium

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
community and addressing the issues that are important to our residents.						
<ul style="list-style-type: none"> <li>Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.</li> <li>Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.</li> </ul>	<p><b>Recruitment and retention of skilled staff</b></p> <p>If Council and the activity have a high level of staff turnover then there is less skilled and experienced staff to deliver the activities.</p> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>Staff wellbeing negatively impacted from workload changes</li> <li>Level of service achievement is impacted</li> <li>Increased cost of external resourcing to achieve schedule requirements</li> </ul>	Moderate	Likely	Medium	<ul style="list-style-type: none"> <li>Increased staff wellbeing programmes</li> <li>Work with staff on personal development opportunities including internal secondments.</li> <li>Use exit interviews to identify opportunities for improvement.</li> <li>Development of leadership opportunities and training</li> </ul>	Low
<ul style="list-style-type: none"> <li>Build trust and confidence in the Council through meaningful partnerships and communication, listening to and</li> </ul>	<p><b>Policy advice and performance</b></p> <p>If policy advice is not understood and taken into consideration across the organisation then Elected Member and ELT</p>	Major	Highly Likely	High	<ul style="list-style-type: none"> <li>Policy programme of work developed with other activity owners included policy hand over to activity owners.</li> <li>Increased stakeholder engagement in policy development</li> </ul>	High

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
working with residents	<p>expectations of Council performance may not be met.</p> <p>There is a risk:</p> <ul style="list-style-type: none"> <li>• Policy may not be embedded at the needed operational level to see the required changes.</li> <li>• Decision making is not informed by evidence-based advice.</li> <li>• Internal policy may not align with national legislation or best practice</li> </ul>				<ul style="list-style-type: none"> <li>• Support to all of council implementation of policy</li> <li>• Support of decision makers through review of criteria and performance against critical policy direction               <ul style="list-style-type: none"> <li>○ Strategic Priorities</li> <li>○ Climate Resilience</li> <li>○ Asset Management</li> <li>○ Infrastructure strategy</li> </ul> </li> </ul>	