

Activities and Services – Statement of Service Provision

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

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

Any adopted changes to levels of service, performance measures and targets from the Annual Plan 2023/24 process are notated and footnoted with each page.

NOTES:

- Some actual results for the years 2019/20 - 2021/22 were impacted by COVID-19, such as the closing of facilities and non-delivery of anticipated programmes. These results are marked with, ***Result affected by impact of COVID-19.**
- Results from the 2022/23 financial year were not available at the time of publication but will be available late July 2024. Consequently, the targets for 2022/23 are shown instead. Where targets for 2022/23 are identical to 2023/24, this is indicated by a “^”.

Communities and Citizens

This Group of Activities consists of the following activities:

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

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

Resilient communities

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

Prosperous economy

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

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

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

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

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

Christchurch Art Gallery

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Develop, maintain, and provide access to a collection of nationally significant art						
3.0.6 Residents and visitors have access to a nationally significant art gallery	Hours of opening: No fewer than 2,749 hours per annum		2,348 hours *	2,767 hours *	2,710 hours *	^
3.0.1 The Art Gallery attracts residents and visitors into the city, contributing to the identity, wellbeing, and activation of the city	Maintain visitation at 95% of the average of the last 5 years, or higher ¹		271,769 visitors * 26% decrease	303,245 visitors 16.4% below target *	208,655 visitors 32.6% below target *	^
3.0.2 Visitor satisfaction with the Gallery experience	At least 90% of visitors satisfied with the overall Art Gallery experience		97%	98%	97%	^
Develop and host art exhibitions and present a range of public programmes						
3.0.8.2 A diverse range of art exhibitions that attract new and repeat audiences are developed and presented	No fewer than 12 exhibitions presented per annum		17 exhibitions	16 exhibitions	16 exhibitions	^
3.0.9.1 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts	Average of at least 11,000 attend school specific programmes per annum		7,838 attendees *	11,703 attendees *	5,897 attendees *	^
3.0.9.2 Deliver a diverse range of Public and school-specific programmes to promote and educate the importance of the visual arts	Average of at least 22,000 people attend advertised public programmes per annum		14,855 people *	35,066 people	11,791 people *	^

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

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Canterbury and Akaroa Museums

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Hold and distribute the Canterbury Museum levy						
3.3.1 Canterbury Museum levy funding paid as required	Canterbury Museum levy paid annually		Paid	Paid	Paid	^
Operate the Akaroa Museum						
3.3.2 Visitors per annum to Akaroa Museum	Maintain visitation of at least 95% of the average of previous 3 years ¹		29,307 visitors*	24,579 visitors	15,524 visitors *	^
3.3.3 Hours of opening at Akaroa Museum	Minimum 2,093 hours pa, average of 40 hours per week		1,789 hours*	2,102 hours	2,104 hours	^
3.3.4 Exhibitions presented	No fewer than two temporary exhibitions presented		3 exhibitions	3 exhibitions	3 exhibitions	^
3.3.8 Visitors satisfied with their museum experience	Maintain visitor satisfaction at 90% or higher		New level of service with LTP 2021-31	100%		^

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

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Libraries

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Community spaces through a comprehensive network of libraries, and digital channels						
3.1.2.1 Residents have access to a physical and digital library relevant to local community need or profile	Provide weekly opening hours for existing libraries: 23-74 hours per week (as appropriate for metropolitan, suburban, and neighbourhood) ¹		Metropolitan & Suburban		23 to 74 hours	^
			52 to 74 hours	65.5 hours		
			Suburban Medium			
			48 to 51 hours*	55.8 hours		
			Neighbourhood			
36 to 46 hours*	40.6 hours					
3.1.2.4 Residents have access to a physical and digital library relevant to local community need or profile.	Maintain a library mobile service of up to 40hrs. ²	Libraries to conduct targeted consultation with existing mobile library service users, to be undertaken in FY22, to inform service options for future years.	40 hours	40 hours	40 hours	^
3.1.2.5 Residents have access to a physical and digital library relevant to local community need or profile	Maintain visits per capita of National average or better, per annum, for level 1 NZ public libraries		9.03* (target met)	9.4 (target met)	6.98 (target met)	^
3.1.5 Library user satisfaction with library service at Metro, Suburban and Neighbourhood libraries	At least 90% of library users satisfied with the library service		95%	95%	94%	^

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

² With the LTP 2021-31 the Council resolved to retain the mobile library service and conduct targeted consultation to inform service options for future years. Consultation with affected parties has been concluded and implementation of alternative service options will be reviewed with the LTP 2024-34.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Collections – including general, specialist, heritage and digital content, are available to meet the needs of the community						
3.1.1.3 Collections and content are maintained, managed, and made available to library customers as per Content Development Policy	Maintain collections at 3 - 3.5 items per capita		3.26 items per capita	3.4 items per capita	3.5 items per capita	^
3.1.1.4 Collections and content in a variety of formats are available to meet the needs of the community	Maintain number of issues per capita of city population, per year, at national average or better		11.2 (target met)	12.02 (target met)	10.94 (target met)	^
Equitable access to relevant, timely information and professional services						
3.1.3.1 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	Access to online information is freely available through the library website		Not Achieved *	Access freely available	Access freely available	^
3.1.3.4 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	Free 24/7 Wifi access is available at all libraries		Achieved *	Achieved	Achieved	^
3.1.3.5 Residents have access to the internet, online information, and the digital library, including public computing devices and new technologies	The ratio of public internet computers is maintained at least 4 per 5,000 of population to provide residents with free access to PCs		5 per 5,000 of population	5.4 per 5,000 of population	5.3 per 5,000 of population	^
Programmes and events designed to meet customers' diverse lifelong learning needs						
3.1.4 Provide public programmes and events to meet customers' cultural, creative, learning, and recreational needs	Maintain participation of 310-380 per 1,000 of population ¹		397 per 1,000 of population	369 per 1,000 of population	347 per 1,000 population	^

¹ Target was amended with the LTP 2021-31 to “Maintain participation of 310-380 per 1,000 of population” to highlight the focus of programmes and event offerings including changes to the participation targets with the inclusion of Tūranga, central library, as a provider of these services. Previous level of service: Provide programmes and events to meet customers' diverse lifelong learning needs. Previous Target: Maintain participation of 250-350 per 1,000 of population.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Community Development and Facilities

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Manage Community Grants funding and Community Loans, on behalf of Council and other funding bodies						
2.3.1.1 Provide funding for projects and initiatives that build partnerships; resilient, engaged, and stronger communities, empowered at a local or community of interest level	95% or more of reports presented demonstrate benefits that align to CCC community outcomes, Council's strategic priorities and, where appropriate Community Board plans		100%	100%	100%	^
Community facilities provision and operation						
2.0.1.1 Support the development of strong, connected, and resilient communities by supporting the provision of a sustainable network of community facilities	80 – 84 facilities ¹		32.5% occupancy	38% occupancy*	91 facilities	^
Community development and recreation						
4.1.27.2 Community development and recreation projects and initiatives are identified, prioritised, and delivered locally	Community Board Plans are developed every three years; updated and reported annually – 100%		100%	100%	100%	^
4.1.27.1 Customers are satisfied with community development and capacity building initiatives	80% customer satisfaction with the delivery of community development and recreational events, programmes, and initiatives		New level of service with the LTP 2021-31		81%	^
Graffiti management and mitigation						
2.2.6.8 Requests for service regarding graffiti are responded to within 2 working days	At least 95% of requests responded to within 2 working days		New level of service with the LTP 2021-31		98%	^

¹ Target was amended with the LTP 2021-31 to reflect a tangible quantitative level of service. The number of facilities is a key quantitative measure and driver of expenditure. The target for the number of facilities reflects that Council approved disposal of a number of community facilities through the Long-term Plan (LTP) process.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Recreation, Sports, Community Arts and Events

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Network of Recreational and Sporting Facilities						
7.0.1.1 Provide citizens access to fit-for-purpose network of recreation and sporting facilities	39 x Recreation & Sport facilities are available for use (Matatiki/Hornby open) ¹	37 x Recreation & Sport facilities are available for use (Christchurch Temporary Stadium, Fencing Centre, Sockburn Squash decommissioned)	Achieved	Achieved	Not achieved*	^{1,2}
7.0.7 Deliver a high level of satisfaction with the range and quality of facilities	At least 80% satisfaction with the range and quality of facilities		93% (CERM)	87% (CERM)	88% (CERM)	^
Recreational and Sporting Programmes and Activities						
7.0.2.2 Provide well utilised facility based recreational and sporting programmes and activities.	The number of participants using multipurpose recreation and sport centres, outdoor pools, and stadia at least 4.63 million ¹	The number of participants using multipurpose recreation and sport centres, outdoor pools, and stadia at least 5.3 million	3.76 m participants	4.78 m participants	3.90 m participants*	^{1,3}
7.0.3.1 Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch	4,000 hours of staff support provided to community organisations		4,644 hours	4,005 hours	4,170 hours	^
7.0.3.2 Support citizen and partner organisations to develop, promote and deliver recreation and sport in Christchurch	80% satisfaction with the quality of Council recreation and sport support		87%	88%	85%	^

¹ Performance targets were amended in 2022/23 to reflect Parakiore/Metro Sport and Matatiki/Hornby facilities being delayed in opening.

² The amended target for 2022/23 was “38 x Recreation & Sport facilities are available for use”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ The amended target for 2022/23 was “The number of participants using multipurpose recreation and sport centres, outdoor pools and stadia at least 4.5 million”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Community Arts and Events						
2.8.5.1 Produce and deliver engaging programme of community events.	A minimum of 9 events delivered annually of which three are marquee events. (Outdoor events subject to weather) ¹		11 events	11 events	6 events*	^
2.8.5.2 Produce and deliver engaging programme of community events	At least 80% satisfaction with the content and delivery across three delivered events		79%	85.5%	84.6%	^
2.8.6.1 Support community-based organisations to develop, promote and deliver community events and arts in Christchurch	15,000 hours of staff support provided to community organisations		15,878 hours provided to 468 organisations	17,352 hours provided to 475 organisations*	16,028 hours provided to 636 organisations	^
2.8.6.2 Support community-based organisations to develop, promote and deliver community events and arts in Christchurch	80% satisfaction with the quality of Council event support		88%	92%	90%	^

¹ Target reduced for 2022/23 onwards to 9 events from “A minimum of 11 events”. The change recognises Kidsfest is now delivered by community organisations rather than via the Events Production Team. When previously run by Council, Kidsfest had a large opening event and the festival itself which are counted as two events.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Civil Defence Emergency Management

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Co-ordinates civil defence emergency management readiness and response						
2.5.1.1 Christchurch CDEM plans covering local response arrangements are in place	CDEM Plans are reviewed annually		Achieved	Achieved	Achieved	^
2.5.2.1 Council maintains an effective response capability and capacity to manage civil defence emergencies in its area (Designated facilities, equipment, and infrastructure for use in an Emergency)	One primary and one secondary Emergency Operation Centre (EOC) facility available to be activated within 60 minutes		Achieved	Achieved	Achieved	^
Increase community resilience through public education programmes and community planning and volunteering						
2.5.4.1 Build resilience through public education and community engagement programmes	At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes		71 CDEM public education activities	45 CDEM public education activities delivered *	36 CDEM public education activities delivered *	^
2.5.4.2 Build resilience through public education and community engagement programmes	At least 30 community-based groups are actively supported in developing community response plans (CRP)		20 communities	26 community response planning activities conducted *	11 community response plans activities conducted	¹

¹ The target for 2022/23 was "At least 20 community-based groups are actively supported in developing community response plans (CRP)"

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Citizens and Customer Services

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Provide a “first point of contact” Council customer service						
2.6.1 Provide a walk-in service that meets future citizen and customer demand	7-13 walk in customer service hubs		12 walk-in locations	12 walk-in locations	12 walk-in locations	^
2.6.3 Ensure Citizen and Customer Services are available to answer enquiries 24/7	Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time		Achieved	Achieved	99.83%	^
2.6.7.1 Citizen and Customer expectations for service response are delivered in a timely manner	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services		99%	97%	97%	^
2.6.7.2 Citizen and Customer expectations for service response are delivered in a timely manner	At least 80% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email	75%	71%	76%	¹
2.6.7.3 Citizen and Customer expectations for service response are delivered in a timely manner	At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone		89%	92%	90%	^
2.6.4.1 Citizen and Customer expectations for service response are delivered in a timely manner	Telephone enquiries have an average speed to answer of no more than 120 seconds		94.2 seconds	127 seconds	130 seconds	^
2.6.4.2 Citizen and Customer expectations for service response are delivered in a timely manner	Email enquiries have an average response time of no more than 48 hours		21.5 hours	24.7 hours	18.9 hours	^
2.6.4.3 Citizen and Customer expectations for service response are delivered in a timely manner	80% of social media enquiries are responded to within two hours (after hours)		4 hours	2 hours 23 minutes	1 hour 21 minutes	^

¹ The target for 2022/23 was “At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via email”.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Parks, Heritage, and Coastal Environment

This Group of Activities consists of the following activities:

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

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

Resilient communities

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

Liveable city

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

Healthy environment

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

Prosperous economy

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

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

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

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

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

Parks and Foreshore

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
All Parks – Provision, Maintenance, Asset Condition and Performance						
6.8.2.3 Parks are managed and maintained in a clean, tidy, safe, functional, and equitable manner (Asset Performance)	At least 90% of parks and associated public recreational assets are available for safe public use during opening hours ¹		91%	90%	90% condition average or better	^
6.8.5 Satisfaction with the overall availability of recreation facilities within the city’s parks and foreshore network	Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: ≥ 70% ²		75%	78% *	76%	^
All Parks - Planning						
6.8.10.3 Timely response to community-initiated use of parks	Respond to initial use or occupation enquiry within four working days: 95%		New level of service with the LTP 2021-31		100%	^
All Parks – Biodiversity, Canopy						
6.3.2.1 Comply with Canterbury Regional Pest Management Plan	Annual compliance 100% (nil notices of direction served by ECan)		100%	100%	100% (0 directions issued)	^
6.8.2.1 Increasing tree canopy in Parks	A net increase in total number of trees is achieved (1:2 replacement policy), with a minimum of 50% of the trees being medium to very large species ³		1:1.49	1:1.8	Achieved (1:2.4, 85% medium to large species)	^

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

² Previous target “Range and quality of recreation opportunities” replaced with the LTP 2021-31 by “Availability of recreation facilities”. Target revised from 85% satisfaction to 70% satisfaction to reflect budget levels.

³ Target revised from ratio of 1:1 to 1:2 with the LTP 2021-31 to reflect intention for net increase in trees, and the Council’s Tree Policy.

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Community Parks (Includes neighbourhood parks, sports fields, Hagley Park)						
6.0.3 Overall customer satisfaction with the presentation of the City's Community Parks	Community Parks presentation: resident satisfaction $\geq 60\%$		57%	63%	56%	^
6.8.1.6 Overall Regional Sports Organisation satisfaction with the standard of the city's Council provided sports surfaces	Satisfaction $\geq 75\%$ ¹		Achieved	Achieved	60%	^
6.8.4.1 Overall customer satisfaction with the presentation of Hagley Park	Hagley Park presentation: resident satisfaction $\geq 90\%$		94%	98%	97%	^
Botanic Gardens, Inner city parks and gardens and heritage parks						
6.2.2 Overall customer satisfaction with the presentation of the City's Garden Parks – Botanic Gardens, Mona Vale, and Garden Heritage Parks	Botanic Gardens & Mona Vale presentation: resident satisfaction $\geq 90\%$ ²		97%	97%	99%	^
6.8.4.2 Overall customer satisfaction with the presentation of the City's Parks	Inner City presentation: resident satisfaction $\geq 80\%$ ²		80%	82%	76%	^
Regional Parks						
6.3.5 Overall customer satisfaction with the recreational opportunities and ecological experiences provided by the City's Regional Parks ³	Regional Parks resident satisfaction $\geq 80\%$		81%	85%	90%	^

¹ Level of service revised to reflect focus on Regional Sports Organisations with the LTP 2021-31. Target changed to reflect satisfaction instead of capacity.

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

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Foreshore & Marine Access						
10.8.1.1 Availability of a network of public marine structures that facilitate recreational and commercial access to the marine environment for citizens and visitors	Customer satisfaction with the availability of marine structure facilities: 60% ¹		70%	80%	67%	^
Cemeteries Provision & Administration						
6.4.4 Overall customer satisfaction with the presentation of the City's Cemeteries.	Cemeteries presentation: resident satisfaction ≥85%		65%	86%	72%	^
6.4.2.2 Range of interment options provided to meet diverse religious, cultural, and community needs	85% of preferred interment options met	95% of preferred interment options met	New level of service with the LTP 2021-31		100%	²
6.4.5 Cemeteries administration services meet customer expectations	Customer satisfaction with cemetery administration services: Target ≥95% ³		100%	100%	95%	^
Environmental Education & Volunteers						
19.1.6 Delivery of Environmental, Conservation, Water, and Civil Defence education programmes	Teachers satisfied with education programmes delivered: ≥95%		100%	99.7%	100%	^
6.3.7.4 Provide community participation opportunities across the parks network – participation	Volunteer hours – maintain or grow compared to previous year		New level of service with the LTP 2021-31		59,809 hours	^

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

² The target for 2022/23 was “80% of preferred interment options met”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Parks Heritage Management

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts						
6.9.1.8 Parks scheduled heritage buildings are repaired and managed in safe and operational order	80% of Parks scheduled heritage buildings repaired	84% of Parks scheduled heritage buildings repaired	New level of service with the LTP 2021-31	72%		¹
6.9.1.5 To manage and maintain Public Artworks, Monuments and Artefacts	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts: $\geq 65\%$ ²		64%	67%	66%	^
6.9.1.6 To manage and maintain Parks scheduled heritage buildings	Resident satisfaction with presentation of Parks scheduled heritage buildings: $\geq 55\%$ ²		51%	48%	50%	^

¹ The target for 2022/23 was 76% of Parks scheduled heritage buildings repaired.

² Targets changed with the LTP 2021-31 to a realistic level as baseline resident satisfaction was established in the last 2 years.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Ōtākaro Avon River Corridor (OARC)

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

¹ The target for 2022/23 was “Co-Governance Entity established”.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Water Supply

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

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

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

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

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

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

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

Water Supply

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Council water supplies are safe to drink						
12.0.2.2 Proportion of High Hazard commercial connections with compliant backflow prevention device tested within the last year ¹	100%		475 properties assessed	263 properties assessed	100%	^Λ
12.0.2.20 Proportion of Medium Hazard commercial connections >38mm diameter with compliant backflow prevention device tested within the last year	≥100%		New level of service with the LTP 2021-31		95%	²
12.0.2.9 Water supplied is compliant with the DWQA Rules in the Distribution System (Bacteria compliance) ³	Compliant ³		Urban 100% Rural 100%	Urban 85.15% Rural 100%	78%** of residents (with supplies of > 100 customers)	^{3, Λ}
12.0.2.10 Water supplied is compliant with the DWQA Rules in the Treatment System (Protozoal compliance) ³	Compliant ³		Urban 0% Rural 71.9%	Urban 0% Rural 80.5%	0.45%** of residents (with supplies of > 100 customers)	^{3, Λ}

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

² The target for 2022/23 was “≥98%”.

³ These Levels of service were amended in 2022/23 to reflect updated guidance received from the Department of Internal Affairs (DIA) and the Office of the Auditor General (OAG), following findings from the audit of our Annual Report 2022. The updated guidance from DIA and OAG requires CCC to report against whether the water supplied is safe to drink - in other words compliant or not compliant with DWSNZ. These target changes were applied immediately in the financial year 2022/23, to replace the out-of-date targets adopted by Council with the Annual Plan 2022/23.

** The percentage is calculated using the 2018 census resident population per treatment plant/distribution zone.

^Λ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
12.0.2.1 Proportion of customers connected to water supply zones with an up-to-date Water Safety Plan	Proportion of water supply zones with a MoH approved Water Safety Plan: 100%		100%	100%	100%	^
Council provides high quality drinking water						
12.0.2.19 Proportion of residents satisfied with quality of Council water supplies	≥ 50% ¹		48%	45%	46%	^
12.0.1.16 Total number of complaints received by Council about: a) Drinking water clarity b) Drinking water taste c) Drinking water odour d) Pressure or flow e) Continuity of supply f) Council's response to any of these issues per 1,000 properties served per year. ²	≤ 6.6 complaints per 1000 properties		New level of service with the LTP 2021-31		0.067 complaints per 1000 properties	^
Council operates water supplies in a reliable manner						
12.0.1.2 Number of unplanned interruptions per 1,000 properties served per year	≤ 41 ³	≤ 42 ³	38.4	9.94	9.75	⁴
12.0.1.13 Proportion of residents satisfied with reliability of water supplies	≥ 80% ⁵	≥ 60% ⁵	72%	75%	77%	^
Council operates water supplies in a responsive manner						
12.0.1.10 Median time (in hours) from notification to attendance of urgent call-out	≤ 1 hour		0.68 hours	1.07 hours	1.18 hours	^

¹ Targets amended in the final LTP 2021-31 to ≥50% across the 10-year period.

² Prior to LTP 2021 this Level of service (LOS) was six individual LOS's. The six measures were aggregated into the one LOS with the LTP2021 to help minimise the number of community performance measures and align us with other councils and national benchmarking. Reclassification to meet Audit and Governance expectations.

³ Increased targets with the LTP 2021-31 to align with the expected number of failures as shown by renewals models.

⁴ The target for 2022/23 was ≤ 40. This target increased with the LTP 2021-31 to align with the expected number of failures as shown by renewals models. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024

⁵ Reduced the targets with the LTP 2021-31 to a level likely to be achievable given past performance and the anticipated increase in failures.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
12.0.1.12 Median time (in hours) from notification to resolution of urgent callouts	≤ 5 hours		2.4 hours	3.87 hours	5.33 hours	^
12.0.1.9 Median time (in hours) from notification to attendance of non-urgent callouts	≤ 72 hours		19.0 hours	71 hours	41.32 hours	^
12.0.1.11 Median time (in hours) from notification to resolution of non-urgent callouts	≤ 96 hours		21.1 hours	76.4 hours	44.27 hours	^
12.0.1.14 The proportion of residents satisfied with Council responsiveness to water supply problems	≥ 65% ¹	≥ 60% ¹	54%	52%	57% ¹	²
Council water supply networks and operations are sustainable						
12.0.7 Average consumption of drinking water in litres per resident per day	≤ 210 litres per resident per day ³	≤ 180 litres per resident per day	229 litres per resident per day	398 litres per resident per day	278 litres per resident per day ³	⁴
12.0.6 Percentage of real water loss from Council's water supply reticulated network ⁵	≤ 25%	≤ 26%	23%	23.5%	25.5%	^

¹ Amendment with the LTP 2021-31 of the performance measure due to improved understanding in resident surveys. Reduce targets to achievable levels, given past performance, ramping up to the previous target time. Amendment to proposed target from draft LTP ≥65%/≥70%/≥75%/≥85% to ≥55%/≥60%/≥65%/≥60% across the 10-year period, in the final LTP.

² The target for 2022/23 was “≥ 60%”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ Usage has been significantly less than the target since last LTP, therefore the targets were reduced with the LTP 2021-31 to close the gap between the target and our actual performance.

⁴ The target for 2022/23 was “≤ 215 litres per resident per day”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁵ Calculated from night-time flow measurement and total water abstraction.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Wastewater Collection, Treatment and Disposal

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

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

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

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

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

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

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

Wastewater Collection, Treatment and Disposal

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Council operates wastewater services in a reliable manner						
11.0.1.16 Proportion of residents satisfied with the reliability and responsiveness of wastewater services	≥ 65% ¹	≥ 60% ¹	66%	60%	59%	^
11.0.1.10 Total number of complaints per 1000 properties received by Council per year about: ² a) Wastewater odour b) Wastewater system faults c) Wastewater system blockages d) Council's response to any of these issues.	≤ 10.7 complaints per 1000 properties		7.47 complaints per 1000 properties (Calculated for LTP 2021-31 planning)	Calculated result not available ²	10.2 complaints per 1000 properties	^
11.0.1.18 Percentage of total wastewater gravity network pipework length at condition grade 5 (very poor)	≤ 17% ³	≤ 26% ³	9.3%	8.9%	11.54%	^{3,4}
Council has high wastewater discharge quality						
11.1.2.0 Number of abatement notices, infringement notices, enforcement orders and convictions regarding Council resource consents related to discharges from wastewater systems per year ²	0 notices ⁵		0 notices	0 notices	0 notices	^

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

² Prior to LTP 2021 this Level of service (LOS) was four individual LOS's. The four measures were aggregated into the one LOS with the LTP2021-31 to help minimise the number of community performance measures and align us with other councils and national benchmarking. Refer to Annual Reports for historical results. Due to being a new level of service, calculated results are not available for 2020/21

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

⁴ The target for 2022/23 was ≤ 15%. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁵ Reclassification to meet Audit and Governance expectations, combining four DIA measures into one measure with the LTP 2021-31.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Council operates wastewater services in a responsive manner						
11.0.1.1 Median time (in hours) from notification to arrival on-site for urgent faults on rural wastewater networks	≤ 2 hours		0.82 hours	1.39 hours	1.05 hours	^
11.0.1.2 Median time (in hours) from notification to arrival on-site for urgent faults on urban wastewater networks	≤ 1 hours		0.47 hours	0.31 hours	0.52 hours	^
11.0.6.3 Median time (in hours) from notification to arrival on-site for non-urgent faults on rural wastewater networks	≤ 120 hours		59.1 hours	74.78 hours	71.52 hours	^
11.0.6.2 Median time (in hours) from notification to arrival on-site for non-urgent faults on urban wastewater networks	≤ 120 hours		38.0 hours	12.12 hours	28.78 hours	^
11.0.1.5 Median time (in hours) from notification to attendance of overflows resulting from network faults	≤ 1 hours		0.54 hours	0.53 hours	0.57 hours	^
11.0.1.6 Median time (in hours) from notification to resolution of overflows resulting from network faults	≤ 24 hours		1.90 hours	2.1 hours	2.25 hours	^
Public health is protected from Council wastewater services						
11.0.5.2 Number of dry weather overflows from wastewater systems per 1,000 connected properties per year	≤ 0.7 per 1,000 properties	≤ 0.8 per 1,000 properties	0.6 per 1,000 properties	0.52 per 1,000 properties	0.43 per 1,000 properties	^

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Stormwater Drainage

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

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

Resilient communities

- Safe and healthy communities

Healthy environment

- Healthy water bodies

Prosperous economy

- Modern and robust city infrastructure and community facilities

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

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

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

Stormwater Drainage

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Council responds to flood events, faults and blockages promptly and effectively						
14.0.10 Council responds to flood events, faults, and blockages promptly and effectively: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site	≤60 mins urban ≤120 mins rural <i>(Both targets must be met for the level of service to be met.)</i>		No flooding events	No flooding events	Urban: 13 minutes Rural: Nil	^
14.0.11.3 Stormwater network is managed to minimise risk of flooding, damage, and disruption: Number of complaints received by a territorial authority about the performance of its stormwater system (Expressed per 1000 properties connected to the territorial authority's stormwater system.)	< 9 complaints per 1000 properties ¹	< 8 complaints per 1000 properties	6.07 complaints per 1000 properties	0.5 formal complaints per 1000 properties (9.82 requests for service per 1000 properties)	8.5 complaints per 1,000 properties	^
Council maintains waterway channels and margins to a high standard						
14.0.3 Council manages the stormwater network in a responsible and sustainable manner: Resident satisfaction with Council's management of the stormwater network	39%	35% ²	43%	45%	44%	³

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

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

³ The target for 2022/23 was ≥40% satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Council responds to flood events, faults, and blockages promptly and effectively						
14.0.2.1 Council manages the stormwater network in a responsible and sustainable manner: Number of abatement notices regarding Council resource consents related to discharges from the stormwater networks per year	0 abatement notices		0	1	0	^
14.0.2.4 Council manages the stormwater network in a responsible and sustainable manner: Number of infringement notices regarding Council resource consents related to discharges from the stormwater networks per year	0 infringement notices		0	1	0	^
14.0.2.3 Council manages the stormwater network in a responsible and sustainable manner: Number of enforcement orders regarding Council resource consents related to discharges from the stormwater networks per year	0 enforcement orders		0	0	0	^
14.0.2.2 Council manages the stormwater network in a responsible and sustainable manner: Number of successful prosecutions regarding Council resource consents related to discharges from the stormwater networks per year	0 successful prosecutions		0	0	0	^

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Stormwater network is managed to minimise risk of flooding, damage, and disruption						
14.0.11.2 Stormwater network is managed to minimise risk of flooding, damage, and disruption: The number of flooding events that occur ¹	<2 flooding events		0	0	2	^
14.0.11.1 Stormwater network is managed to minimise risk of flooding, damage, and disruption: For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)	<0.1 habitable floors per 1000 properties		0	0	0.01 habitable floors per 1,000 properties.	^
14.0.11.4 Percentage of total stormwater gravity network pipework length at condition grade 5 (very poor) (Lengths of pipe at condition 5, divided by total stormwater pipe length, expressed as a percentage)	≤ 7%	≤ 10%	New item in 2018, no data has been collected	Achieved	5.45%	^

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Flood Protection and Control Works

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

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

Healthy environment

- Healthy water bodies

Prosperous economy

- Modern and robust city infrastructure and community facilities

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

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

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

Flood Protection and Control Works

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Major flood protection and control works are maintained, repaired, and renewed to key standards						
14.1.6.3 Manage the risk of flooding to property and dwellings during extreme rain events: Number of surface water network monitoring sites (flow, level, or rainfall)	+2 sites (77)	+2 sites (95)	+ 2 sites	+5 sites	+11 (84)	¹
14.1.3.2 Major flood protection and control works are maintained, repaired, and renewed to key standards: Stopbank crest surveys are carried out at required intervals	Annually		Annual	Stopbank crest level survey completed	Stopbank crest level survey completed	[^]
14.1.3.1 Major flood protection and control works are maintained, repaired, and renewed to key standards: Cross sectional surveys of selective waterways are carried out at required intervals	2-5 yearly or as required		Carried out	Not completed in FY21 as not required for another year	5-year survey verification completed	[^]
14.1.3.3 Major flood protection and control works are maintained, repaired, and renewed to key standards: Stopbanks identified as not meeting the original design requirements for condition and/or height are repaired within 9 months	80%	100%	100%	100%	100%	²

¹ The target for 2022/23 was +2 (75). Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

² The target for 2022/23 was 75%. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Reduce risk of flooding to property and dwellings during extreme rain events						
14.1.6.1 Manage the risk of flooding to property and dwellings during extreme rain events: Annual reduction in the modelled number of properties predicted to be at risk of habitable floor level flooding of the primary dwelling in a 2% AEP Design Rainfall Event of duration 2 hours or greater excluding flooding that arises solely from private drainage	≥ 0 properties per annum on a rolling three-year average ¹		Above floor flood risk reduction by 44 properties	Above floor risk reduction by 43 properties	30 properties per annum on a rolling three-year average	^

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Transport

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

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

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

Resilient communities

- Safe and healthy communities

Liveable city

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

Prosperous economy

- Modern and robust city infrastructure and facilities network.

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

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

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

Transport - Safety, Access and Environment

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Safety: our networks and services are safe						
10.0.6.1 Reduce the number of death and serious injury crashes on the local road network ¹	≤ 96 crashes	≤ 71 crashes ²	115 crashes	100 crashes	93 crashes	³
10.5.1 Limit deaths and serious injuries per capita for cyclists and pedestrians ⁴	≤ 12 crashes per 100,000 residents ⁴		42 crashes (11 per 100,000 residents)	43 crashes (11 per 100,000 residents)	10 per 100,000 residents) ⁴	[^]
10.7.6 Delivery of school cycle skills and training	≥ 3,000 students per annum		New level of service with the LTP 2021-31		3,110 students per annum	[^]

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

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

³ The target for 2022/23 was ≤ 100 crashes. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁴ Level of service and targets amended with LTP 2021-31 to capture the proportionality of safety risks in-line with the projected population and user growth of these modes of travel.

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Access: Our networks and services support access for all, provide travel choices and improve liveability						
10.5.41 Increase access within 15 minutes to key destination types by walking ¹	≥ 49% of residential land holdings with a 15-minute walking access	≥ 54% of residential land holdings with a 15-minute walking access	New level of service with the LTP 2021-31		43%	²
16.0.2 Improve roadway condition, to an appropriate national standard, measured by smooth travel exposure (STE) ³	≥ 75% of the sealed local road network meets the appropriate national standard	≥ 80% of the sealed local road network meets the appropriate national standard	76%	79%	79%	[^]
16.0.1 Maintain roadway condition to an appropriate national standard, measured by the percentage of the sealed road network that is resurfaced each year ³	≥5%	≥6%	3.6%	3.5%	2.8%	[^]
16.0.3 Improve resident satisfaction with road condition ⁴	≥30% resident satisfaction	≥ 50% resident satisfaction	26%	29%	27%	⁵
16.0.8 Maintain the condition of footpaths (The percentage of footpaths with a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as LTP or Annual Plan)) ³	≥82% footpaths rated 1,2 or 3	≥85% footpaths rated 1,2 or 3	88%	81.9%	Unknown ⁶	⁷

¹ Please note changes to performance targets were adopted with the Annual Plan 2022/23 which relates to a process refinement, where walking speed input is changed from 5km/hr to 4km/hr, which results in a reduction in walkable Catchment size. The refinement makes the speed assumptions more demographically inclusive and aligned to those used for the Spatial Plan (The Ōtautahi Plan).

² The target for 2022/23 was ≥ 48% of residential land holdings with a 15-minute walking access. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ With the increased investment in renewals adopted with LTP 2021-31 a higher target has been set for these three levels of service, 16.0.1, 16.0.2 and 16.0.8.

⁴ In the annual resident surveys, one of the main factors' residents mention as the reason of non-satisfaction from road conditions is temporary traffic works and disruptions. The Long-term Plan included a large number of construction projects including shovel ready projects as well as a considerable increase in the road maintenance projects. These works will likely cause a lower satisfaction rate in the short-term with an increase in satisfaction over the longer term.

⁵ The target for 2022/23 was ≥25% resident satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁶ A condition assessment for footpaths was not undertaken in 2022/23.

⁷ The target for 2022/23 was ≥ 81% footpaths rated 1,2 or 3. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
16.0.9 Improve resident satisfaction with footpath condition	≥42% resident satisfaction	≥50% resident satisfaction	40%	36%	35%	¹
16.0.10 Maintain the perception that Christchurch is a walking friendly city ²	≥85% resident satisfaction ³		83%	≥85%	70%	^
16.0.13 Respond to customer service requests within appropriate timeframes (The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the LTP)	≥80% customer service requests are completed, or inspected and programmed within timeframes		45%	72%	79%	⁴
10.3.3 Maintain customer perception of the ease of use of Council on- street parking facilities	≥50% resident satisfaction		43%	49%	49%	^
10.3.7 Maintain customer perception of vehicle and personal security at Council off- street parking facilities	≥50% resident satisfaction		51%	50%	52%	^

¹ The target for 2022/23 was ≥41% resident satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

² Change Level of service description with the LTP 2021-31 from “Improve the perception” to “Maintain the perception”.

³ A consistent 85% target for this level of service is an appropriate minimum. With the increased investment in shared-paths, maintenance other improvements the plan is to maintain this level of satisfaction

⁴ The target for 2022/23 was ≥75% customer service requests are completed or inspected and programmed within timeframes. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Environment: our networks and services are environmentally sustainable and resilient						
10.0.2 Increase the share of non-car modes in daily trips ¹	≥37% of trips undertaken by non-car modes	≥41% of trips undertaken by non-car modes	New level of service in 2020/21	37% (calculated using new method of measurement)	Unknown	²
10.5.42 Increase the infrastructure provision for active and public modes ³	≥ 600 kilometres (total combined length)	≥ 685 kilometres (total combined length)	New level of service with the LTP 2021-31		581 km	⁴
10.5.2 Improve the perception that Christchurch is a cycling friendly city	≥67% resident satisfaction	≥75% resident satisfaction	61%	64%	65%	⁵
10.5.3 More people are choosing to travel by cycling	≥13,500 average daily cyclist detections	≥20,000 average daily cyclist detections	5,485	11,400 trips (3.6% increase in average daily trips (against revised 2019/20 trip count of 11,000))	11,400 average daily cyclists' detections	⁶
10.4.4 Improve user satisfaction of public transport facilities (number and quality of shelters and quality of bus stop) ⁷	≥73% resident satisfaction	≥75% resident satisfaction	7.3 (71% resident satisfaction)	8.4 (76.36% resident satisfaction)	72% resident satisfaction	⁸

¹ With the Annual Plan 2022/23, there was an adjustment to the targets. Change to performance targets which reflects the delivery of the Household Transport Survey (HTS) on an annual basis by Waka Kotahi NZ Transport Agency and Ministry of Transport has been delayed due to the pandemic and the level of certainty of its delivery over the next years is unknown at this stage. The Council has a very limited control on the process and delivery of the surveys. Therefore, the Council will be using the Life in Christchurch survey. HTS considers all trips made by all members of the responding household while Life in Christchurch focuses on an individual who is most likely an individual adult member of a household. While HTS is a more accurate measure for this level of service, in the absence of data, we suggest changing to an internally controlled data source. Therefore, the target for this level of service has been adjusted accordingly.

² The target for 2022/23 was ≥36% of trips undertaken by non-car modes. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ Total combined length of bus priority lanes, shared-paths, cycle paths, cycle lanes and marked quiet streets in kilometres (inclusive of the assets along state highways). This transport objective measures the expansion of the active and public transport network city-wide to provide alternative transport choices to the private car for a wide range of customers.

⁴ The target for 2022/23 was ≥ 585 kilometres (total combined length). Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁵ The target for 2022/23 was ≥66% resident satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁶ The target for 2022/23 was ≥12,500 average daily cyclist detections. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁷ Description changed with LTP 2021-31 from (number and quality of bus shelters) to (number and quality of shelters and quality of bus stop). To clarify the level of service inclusions. Note that public transport facilities include components which are not controlled by the council. The method of measurement changed with the LTP 2021-31 from Annual Environment Canterbury Metro user satisfaction survey which uses 11-point scale to the Annual Life in Christchurch Survey.

⁸ The target for 2022/23 was ≥72% resident satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Solid Waste and Resource Recovery

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

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

Resilient Communities

- Safe and healthy communities

Healthy environment

- Sustainable use of resources and minimising waste

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

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

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

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

Solid Waste and Resource Recovery

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Waste minimisation						
8.0.8 Maintain awareness of putting the right items in the right bin	Minimum of 4 campaigns per year		New level of service with the LTP 2021-31		11 campaigns	^
Domestic Kerbside Collection						
8.0.2 Kerbside wheelie bins emptied by Council services ¹	At least 99.5% collection achieved when items correctly presented for collection		99.5%	99.91%	99.86% of rubbish bins 99.88% of organics bins 99.94% of recycling bins	^
8.0.3 Customer satisfaction with kerbside collection service ²	At least 85% customers satisfied with Council’s kerbside collection service for each year	At least 90% customers satisfied with Council’s kerbside collection service for each year	80%	76%	78%	³

¹ Measuring and managing collection performance for all kerbside collection services in 1 survey. Prior to the LTP 2021-31, recyclables (8.0.3), residual waste (8.1.3) and organic material (8.2.2) were measured separately.

² Measuring and managing customer satisfaction across all kerbside collection services in 1 survey for recyclables, residual waste, and organic material. Prior to the LTP 2021-31 these were management levels of service.

³ The target for 2022/23 was “At least 80% customers satisfied with Council’s kerbside collection service for each year”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
8.0.1 Recyclable materials collected by Council services and received for processing at the Materials Recovery Facility (MRF)	70kg (+40%/-10%) recyclable materials / person / year collected and received by Council services	55kg (+40%/-10%) recyclable materials / person / year collected and received by Council services	91.1kg Not achieved *	64.04kg Not achieved *	76.80kg Achieved	¹
8.2.1 Total organic material collected at Council facilities and diverted for composting	> 200kg (+30% / -10%) / person / year		202.2kg / person / year	201.74kg / person / year	220.27kg / person / year	[^]
8.1.2 Total residual waste collected by Council services ²	≤110kg / person / year	≤105kg / person / year	108.1kg per person	108.19kg per person	110.92kg per person	³
Public waste drop-off services						
8.1.5.3 Provide accessible drop off facilities for materials not accepted in the kerbside collection or in excess of the kerbside allocation	Provide 4 public transfer stations (3 city and 1 rural) with operating hours of: City sites - 7 days a week (07:00-16:30) Rural Site – min of 3 days a week (12:00-16:00)		New level of service with the LTP 2021-31	3 city transfer stations available 7 days a week (07:00-16:30) and 1 rural transfer station available 5 days a week (12.00 -16.00) during summer and 3 days a week (12:00-16:00) during winter		[^]
Residual Waste Disposal						
8.1.7 Maximise beneficial use of landfill gas collected from Burwood landfill	Landfill gas to be available to facilities that utilise the gas at least 95% of the time		96.3%	97.34%	97.59%	[^]

¹ The target for 2022/23 was 75kg (+40%/-10%) recyclable materials / person / year collected and received by Council services. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

² Level of service description changed with LTP 2021-31 from “Tonnage” to “Total”. Key business driver measuring and managing kerbside waste sent to landfill by Council services. Is also an indicator of community behaviour towards reducing waste to landfill. Higher tonnages due to Covid-19 in FY20/21, future changes in service delivery including greater flexibility in bin sizes to improve quality of recovered products, pricing incentives will also support waste reduction. This factors in a reduction of organic material in the red bin.

³ The target for 2022/23 was ≤120kg / person / year. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

* Result affected by impact of COVID-19.

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Housing

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

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

Resilient communities

- Safe and healthy communities

Liveable city

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

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

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

Community Housing

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Social Housing Asset Management						
18.0.1 Council makes a contribution to the social housing supply in Christchurch	Council facilitates and/or funds at least 2,500 units The number of units will be dependent on Council's decisions about funding and facilitating additional units	Council facilitates and/or funds at least 2,650 units	1,964 units	1,944 units	2,554 units	^
18.0.4 Council makes a contribution to the social housing supply in Christchurch - Council owned units are available for use	1,798 units ¹		1,857 units	1,851 units	1,814 units	^
18.0.7 Council maintains Social Housing as a rates-neutral service	The Social Housing fund is solvent (i.e., >\$0 and able to meet all budgeted costs on an annual basis) ²		\$8.9m	\$2.85m	\$422k	^
18.0.5.1 Tenants of Council owned housing complexes are well housed – tenant satisfaction	≥70% tenants satisfied with condition of unit		61%	83%	82%	^
18.0.4.5 Tenants of Council owned housing complexes are well housed according to the Healthy Homes Guarantee Act 2017, and the Residential Tenancies (Healthy Homes Standards) Regulations 2019	100% Council owned units comply with regulations		New level of service with the LTP 2021-31		100% compliance	^

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

² Targets have been updated with the LTP 2021-31 to reflect solvency.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Regulatory and Compliance

This Group of Activities consists of the following activities:

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

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

Resilient communities

- Safe and healthy communities

Liveable city

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

Prosperous economy

- Great place for people, business, and investment

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

Regulatory Compliance and Licensing

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Animal Management						
9.0.1 Animal Management Services prioritise activities that promote and protect community safety	98% of incidences where there is an immediate ¹ public safety risk (aggressive dog behaviour and wandering stock) is responded to within 10 minutes of being reported to Council		Not measured	89%	100%	^
9.0.31 Animal Management Services prioritise activities that promote and protect community safety	98% of nuisance complaints are responded to within 24 hours of being reported to Council		99.3%	New level of service with LTP 2021-31	100%	^
Compliance and Investigations – Building Act, Resource Management Act, Council Bylaws						
9.0.3.1 Protect community safety through the timely and effective response to complaints about public safety	100% of all investigations of dangerous building reports are initiated, and identified hazards secured, within 24 hours, 7 days a week		100%	100%	100%	^
9.0.3.2 Protect community safety through the timely and effective response to complaints about public safety	100% of all investigations into reports of incidents covered by the Resource Management Act that meet serious risk to public safety criteria are initiated within 24 hours, 7 days a week		100%	100%	100%, No incidents reported in 2021/22	^
9.0.17.0 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	100% of high-risk Resource Management Act consents are monitored at least once every 3 months ²		94.8%	100%	100%	^
9.0.17.1 Protect the health and safety of the community by ensuring Resource Management Act activities comply with legislative requirements	95% of clean fill sites monitored at least once every 3 months ³		94.8%	100%	100%	^

¹ Level of service (LOS) modified in LTP 2021-31 as the LOS in the LTP 2018-28 did not reflect the ability to give priority 1 complaints a longer response time when there is not an immediate threat. Historic complaints can be responded to the next day.

² Split out high-risk Resource Management Act consents and clean fill sites for the targets 2022/23 onwards, with the LTP 2021-31 to reflect the different monitoring programmes 100% vs 95%.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Alcohol Licensing						
9.0.4 Protect the health and safety of the community by Licensing and monitoring high risk alcohol premises	100% Very High/High risk premises are visited at least once a year		100%	100%	100%	^
Food Safety and Health Licensing						
9.0.5 Food premises are safe and healthy for the public	98% of scheduled Food Control Plan verification visits are conducted		83%	76%	94%	^
9.0.19 Food premises are safe and healthy for the public	95% of premises issued with corrective actions are visited within 5 working days of the time specified for compliance		100%	97%	100%	^
Environmental Health including noise and environmental nuisance						
9.0.8 The community is not subjected to inappropriate noise levels	90% of complaints in relation to excessive noise are responded to within one hour		93%	91.6%	87.8%	^
9.0.21 Protect community safety through the timely and effective response to notifications of public health incidences	100% of investigations into matters that pose a serious risk to public health are received, assessed and if appropriate started within 24 hours (i.e., asbestos, P-labs, contaminated land, hazardous substances)		100%	100%	100%, No incidents reported in 2021/22	^

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Building Regulation

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Building Consenting						
9.1.1 Grant Building Consents within 20 days working days	The minimum is to issue 95% of building consents within 19 working days from the date of acceptance		95.7%	86.6%	40.1%	^
9.1.4 Ensure % satisfaction with building consents process	79% satisfaction	85% satisfaction	82.5%	84.6%	81.5%	¹
Building Inspections and Code Compliance Certificates						
9.1.7 Grant Code Compliance Certificates within 20 working days	Issue minimum 95% of Code Compliance Certificates within 19 working days from the date of acceptance		98.4%	98.5%	94.7%	^
Building Consenting public advice						
17.0.37 Eco Design Advice	Provide a quality eco design service		334 consultations	337 consultations	323 consultations	^
Annual Building Warrants of Fitness						
9.1.9 Audit Building Warrant of Fitness to ensure public safety and confidence	Audit 20% of building stock ²		351 audits	199 audits	3.5% of building stock	^
Building Accreditation Review						
9.3.1 Building Consent Authority status is maintained	Building Consent Authority status is maintained		Achieved	Achieved	Achieved	^
Building policy						
9.3.5 Maintain a public register of earthquake prone buildings in Christchurch	Update the Earthquake Prone Building Register whenever the Council becomes aware of a change of a building's earthquake-prone status		Achieved	Achieved	Achieved	^

¹ The target for 2022/23 was 77% satisfaction. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

² MBIE recommendation to audit 20% to 30% of building stock i.e., every building in a 3-to-5-year cycle, implemented with the LTP 2021-31.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Land and Property Information Services

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Land Information Memoranda and property file requests						
9.4.1 Process land information memoranda applications within statutory timeframes	Process 99% of land information memorandum applications within 10 working days		100%	99.9%	100%	^
Property File Requests						
9.4.2 Provide customers with access to property files	Provide 90% of customers with access to property files within 5 working days of request (subject to payment of fees) ¹		94%	92%	98%	^
9.4.3 Provide customers with access to property files that are already stored electronically	Provide 90% of customers with access to property files within 2 working days of request (subject to payment of fees) ¹		96%	92%	99%	^
Project Information Memoranda						
9.4.10 Process project information memoranda applications within statutory timeframes	Process 99% of project information memorandum applications within 20 working days		99%	100%	95.8%	^

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Resource Consenting

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Resource Management Applications						
9.2.1 % of non-notified resource management applications processed within statutory timeframes	99% within statutory timeframes		99%	99%	76%	^
9.2.18 % of notified resource management applications processed within statutory timeframes	99% within statutory timeframes		100%	92%	91%	^
9.2.6 Ensure resource consent decision-making is robust and legally defensible	No decisions are overturned by the High Court upon judicial review		Achieved	Achieved	Achieved	^
9.2.7 Applicants are satisfied with the resource consenting process	70% applicant satisfaction achieved		69%	73%	77%	^
Development Contribution Assessments						
9.2.13 Ensure assessments are accurately calculated	Undertake an annual audit and implement recommendations through an action plan		Achieved	Achieved	No formal audit was completed this year	^
Resource management public advice including maintaining a duty planner phone line, general public enquiries, complaints, media enquiries, elected member enquiries, and LGOIMA requests						
9.2.14 Provide resource management public advice within legislative timeframes, or timeframes as agreed	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 ¹		New level of service with the LTP 2021-31		Achieved	^

¹ Change to performance target for clarification of the public advice services provided, due to the rates-funding involved. Not a change in actual services provided.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Strategic Planning and Policy

This Group of Activities consists of the following activities:

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

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

Resilient communities

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

Liveable city

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

Healthy environment

- Healthy water bodies

Prosperous economy

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

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

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

Negative Effect	Mitigation
Environmental None identified.	
Cultural None identified.	

Strategic Planning, Future Development and Regeneration

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Land Use Planning & Strategic Transport						
9.5.1.1 Guidance on where and how the city grows through the District Plan	Maintain operative District Plan, including monitoring outcomes to inform changes, and giving effect to national and regional policy statements		District Plan is operative	District Plan is operative	Various plan changes are underway including key changes around housing intensification	^
9.5.4 Process private plan change requests	100% of any proposed private plan changes comply with statutory processes and timeframes		100% compliance	100% compliance	100% compliance	^
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 ¹	Deliver Community Adaptation Plans for first tranche of communities. Commence engagement with second tranche of communities	Establish streamlined processes for the development of Community Adaptation Plans. Ensure implementation and monitoring processes are in place	New level of service with the LTP 2021-31	Achieved		^

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
17.0.1.8 Deliver integrated spatial planning that supports growth and development and meets the needs of the community	Christchurch Spatial Plan is reviewed annually and updated as required	Spatial Plan is updated	New level of service with the LTP 2021-31		The Otautahi Christchurch Plan (the Spatial Plan for Christchurch) has not been adopted	^
Strategic Policy						
17.0.1.2 Advice to Council on high priority policy and planning issues that affect the City. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework ¹	Annual strategy and policy forward work programme is aligned to Council Strategic Framework, and is submitted to Executive Leadership Team, and Council as required		Achieved	Achieved	Achieved	^
17.0.19.4 Bylaws and regulatory policies to meet emerging needs and satisfy statutory requirements	Carry out bylaw reviews in accordance with ten-year bylaw review schedule and statutory requirements		Achieved	Achieved	Achieved	^
17.0.23.1 Develop a comprehensive climate change strategy that will guide policy development, planning and decision making	Ongoing monitoring and measurement framework in place		New level of service with the LTP 2021-31		Achieved	²
17.0.23.2 Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction	Deliver a greenhouse gas emission report for Council's activities for each financial year		New level of service with the LTP 2021-31	Achieved	Not achieved	^

¹ Merged with 17.0.1.7 Advice to Council on high priority policy and planning issues that affect the City with LTP 2021-31. Advice is aligned with and delivers on the governance expectations as evidenced through the Council Strategic Framework. Target: Policy advice to Council on emerging and new issues is prioritised to ensure delivery within budget and time requirement.

² The target for 2022/23 was “Embed climate change into organisational reporting and work with community on implementation of climate change action plans”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
17.0.23.3 Support and advice for organizations on resource efficiency and greenhouse gas emission measurement or reduction	-	Deliver bi-annual Christchurch Community Carbon Footprint report	New level of service with the LTP 2021-31	Achieved	Achieved	¹
Urban Place Making						
17.0.20.2 Place-based policy and planning advice to support integrated urban regeneration, city identity, community leadership and placemaking	Provide annual regeneration programme report/s to Council, that report on: <ul style="list-style-type: none"> Central City regeneration projects, including a focus on residential development (P8011) Regeneration projects in priority Suburban Centres Annual Heritage Festival 		Achieved	Achieved	Achieved	[^]
1.4.3.1 Provide heritage and urban design advice to support resource consent process	95% of advice provided within 10 working days ²		Achieved	Achieved	95%	[^]
1.4.2 Effectively administer grants within this Activity (including Heritage Incentive Grants, Enliven Places, Innovation and Sustainability) ³	100% compliance with agreed management and administration procedures for grants		100% compliance	100% compliance	100% compliance	[^]

¹ The target for 2022/23 was “Deliver bi-annual Christchurch Community Carbon Footprint report”. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

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

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

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Public Information and Participation

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
External Communications, Marketing & Design						
4.1.10.1 We provide effective and relevant external communications, marketing, and engagement activities to ensure residents have information about Council services, events, activities, decisions, and opportunities to participate	67% of residents are satisfied that our communications, marketing, and engagement activities are effective, helpful, and relevant		New level of service with the LTP 2021-31		65%	^
News, Media Liaison & Information						
4.1.12.2 We provide timely, accurate and relevant external communications, marketing, and engagement activities to ensure residents have information about Council services, events, activities, decisions, and opportunities to participate ¹	90% response rate to all media calls within 24 hours, 7 days a week		100% response rate	Achieved	90%	^
4.1.12.5 We provide timely, accurate and relevant external communications, marketing, and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after-hours support)		New level of service with the LTP 2021-31		Achieved. Median response time was 22 minutes.	^

¹ Small changes in Level of service wording with the LTP 2021-31 but intent remains the same. Numbering changed from 4.1.10.1 to 4.1.12.2.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Consultation & Engagement						
4.1.5.1 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members	Council's consultations are implemented in accordance with the principles of the Local Government Act (LGA). 100%		Achieved	Achieved	Achieved	[^]
4.1.9 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to Elected Members	Percentage of residents who feel they can participate in and contribute to Council decision-making. Previous year plus 1%		26%	New level of service	26%	¹

¹ The target for 2022/23 was Percentage of residents who feel they can participate in and contribute to Council decision-making. 27% (Previous year result, 26%, plus 1%). Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

[^]The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Economic Development

This Group of Activities consists of the following activities:

1. Economic Development
2. Civic and International Relations

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

Resilient communities

- Strong sense of community
- Active participation in civic life

Liveable city

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

Prosperous economy

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

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

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

Economic Development

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Innovation and Business Growth						
5.1.5.3 Build innovation and entrepreneurial strength	6 initiatives to support industry cluster development ¹		New level of service	6 initiatives	6 initiatives	^
5.1.5.2 Build innovation and entrepreneurial strength	40 start-up/scale-up companies to grow innovation and entrepreneurship capability		12 start-up/SME companies supported	45 start-up/SME companies supported	53 start-up/SME companies supported	^
5.1.5.1 Build innovation and entrepreneurial strength	100 employees/employment opportunities that have been attracted to the city ²	To be confirmed with the LTP2024-34	6 opportunities achieved	51 opportunities achieved	53 businesses actively worked with	³
5.1.6.1 Ensure Christchurch businesses have access to comprehensive advice and support to grow competitiveness, resilience, and sustainability ⁴	500 businesses access business support or advice		1,604 businesses ⁵	1,707 businesses *	575 businesses	^
5.0.16.6 Realise greater value from Christchurch's Antarctic Gateway	Deliver actions as set out in the Antarctic Gateway Strategy implementation plan		Actions delivered as set out in implementation plan	Actions delivered as set out in implementation plan	Actions delivered as set out in implementation plan	^

¹ The description of the performance target was amended in 2022/23 for the Annual Plan (AP) 2023/24 to improve clarity.

² This target was amended in 2022/23 for the AP2023/24 to change the target and method of measurement from an activity (busyness) measure to an outcome (effectiveness) measure. The Level of service (LOS) as it was, was not driving optimal behaviours for achieving the organisations strategic outcomes. The current target was encouraging an approach that pursues volume over value, investing time on leads that have a poor chance of conversion. It is a better use of limited resources to work intensively supporting a small number of employers that are seriously considering a new or increased presence in the city. In addition, this updated measure would align with ChristchurchNZ's strategic outcomes by replacing the measure and target from number of employers actively worked with, to a conversion measure of actual employment opportunities attracted.

³ The target for 2022/23 was "60 employers have been actively worked with to attract them to the city to support economic recovery and repositioning". Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

⁴ Wording change with the LTP 2021-31 to reflect delivery of this level of service relies on partnership with business groups locally and that this LoS relies on central government funding.

⁵ Delivered through the Regional Business Partners joint venture with Canterbury Employers Chamber of Commerce.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Destination and Attraction						
5.1.8.1 Develop Christchurch as an attractive destination	50 City bids prepared to attract business events to Christchurch ¹	To be confirmed with the LTP2024-34	36 city bids	32 city bids *	47 city bids	²
2.8.1.3 Develop Christchurch as an attractive destination	Portfolio of events supported in line with the Major Events Strategy and Economic Recovery Plan		13 events delivered/ supported at major event level	18 events delivered at major event level	Achieved	[^]
5.3.5.3 Develop Christchurch as an attractive destination ³	100 screen enquiries		New level of service in 2020/21	125 film enquiries	205 film enquiries	[^]
5.3.5.5 Develop Christchurch as an attractive destination	At least 1 screen production attracted to Christchurch		New level of service with the LTP 2021-31		2 productions	[^]
City Positioning						
5.1.7.3 Ensure Christchurch is well positioned as a Confident City that is attractive to businesses, residents, visitors, students, and potential migrants	60 engagements with trade agents or investors in priority markets and sectors		62 trade famils, 38 media famils, 11 trade events completed	Achieved	58 engagements	[^]

¹ This Level of service was amended in 2022/23 for the Annual Plan 2023/24 from 30 City bids to 50 City bids. This was due to the opening of new venues, the re-emergence of business events post-Covid and Auckland's ICC not coming online until 2025, and Christchurch having a temporary advantage in this market. ChristchurchNZ is working hard and targeting resources to capitalise on this opportunity for best-for-city outcomes and the increase for this measure in 2023/24 year is to reflect this.

² The target for 2022/23 was 30 City bids. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ Measure of activity already undertaken but not previously captured in the Levels of Service prior to 2020/21.

* Result affected by impact of COVID-19.

[^] The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Economic Strategy and Insights						
5.1.2.4 Provide leadership in inclusive and sustainable economic development for Christchurch	Deliver economic information to at least 1,000 people through presentations and online information		645 people * (464 face to face, 181 via webinar)	Achieved	Delivered economic information to 6,230 people	^
Urban Development						
5.1.9.1 Facilitate urban development activities that contribute to a prosperous local economy	At least three opportunities for urban development are identified and assessed for feasibility		New level of service with the LTP 2021-31		6 feasibility reports completed	^

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Civic and International Relations

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Coordinate and lead city-wide international relations activity, in alignment with the 2020 International Relations Policy Framework (IRPF)						
5.0.9.1 Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the 2020 International Relations Policy Framework (IRPF) action plans	Lead city-wide coordination and collaboration in support of the agreed vision and priorities set out in the IRPF, based on the Implementation Plan actions and due dates		New level of service with the LTP 2021-31	Achieved	^	
Delivery of Scheduled Civic Ceremonies						
5.0.6 Citizenship Ceremonies for Christchurch based new New Zealand citizens delivered	Deliver a regular schedule of high-quality Citizenship Ceremonies to confer citizenship for new New Zealand citizens in Christchurch, within budget		Level of service re-instated from LTP 2015	1 ceremony held *	^	
5.0.8 Annual programme of other civic ceremonies delivered	Deliver an annual programme of other high quality civic or ceremonial events including 22 February commemorations, Civic Awards, Apprenticeships Graduation Ceremony, and/or Charter Parades		Level of service re-instated from LTP 2015	27 civic or ceremonial events *	^	

* Result affected by impact of COVID-19.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Governance

This Group of Activities consists of the following activities:

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

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

Resilient communities

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

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

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

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

Governance and Decision Making

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Holding elections of Elected Members to the Council and Community Boards, polls, and representative reviews						
4.1.2 Provide and maintain robust processes that ensure all local elections, polls and representation reviews are held with full statutory compliance	100% compliance, no complaints regarding statutory compliance are upheld by the ombudsman or the Courts		100% compliance	100% compliance	100% compliance	^
Providing smart secretariat services, information, and support for Council decision-making processes at governance level						
4.1.18 Participation in and contribution to Council decision-making ¹	Percentage of respondents who understand how Council makes decisions: At least 34%	Percentage of respondents who understand how Council makes decisions: At least 36%	26%	33%	31%	²
Provision of information in accordance with LGOIMA						
4.1.29.2 Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA	Provision of information is in accordance with LGOIMA principles and requirements: 99% ³		99.7%	99.19%	98.7%	^

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

² The target for 2022/23 was 32%. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

³ Amendment to performance target in 2022/23 from “Provision of information is in accordance with LGOIMA principles and requirements – 100%” to “Provision of information is in accordance with LGOIMA principles and requirements – 99%”, to allow for a very small number of administrative errors that may occur within the year. With the volume and complexity of requests received, achieving 100% responses is generally not realistic.

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

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

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

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.

Performance Management and Reporting (internal service)

Levels of Service Performance Measures	LTP 2021-31 Performance Targets		Historic Performance			Target 2022/23
	2023/24	Year 10 2030/31	2019/20	2020/21	2021/22	
Ensure Christchurch City Council has high quality plans and plan monitoring in place (Long Term Plan, Annual Plan, operational plans)						
13.1.1 Implement the Long-term Plan and Annual Plan programme plan	Critical path milestone due dates in programme plans are met		Achieved	Achieved	Achieved	^
13.1.2.2 Implement and evolve CCC performance framework	Performance Framework in place		Achieved	Achieved	Achieved	^
13.1.26 Deliver Organisational Performance Reporting and Analysis	At least 95% of governance, corporate, group and unit performance reports and analyses, based on organisational performance targets, delivered to agreed deadlines		New level of service with the LTP 2021-31		100% delivered to agreed deadlines	^
13.1.3 Conduct Resident Surveys, analyse and provide results to Council and staff	Maintain two surveys per year, by the end of May		Achieved	Achieved	Achieved	^
13.1.24.1 Community outcomes monitoring and reporting programmes are maintained	85% of community outcomes monitoring indicators are up-to-date and reported publicly		Achieved	Achieved	90% of community outcomes monitoring indicators up to date	^

^ The target for 2022/23 was identical to 2023/24. Results for 2022/23 will be available following the Annual Report audit, approx. August 2024.