

Resource Consenting

Activity Management Plan

Long Term Plan 2015–2025

As amended through the Annual Plan 2017/18

1 July 2017

Quality Assurance Statement

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1 Key Issues for the Resource Consenting Activity

Resource consenting supports achieving the sustainable management and use of physical and natural resources. In particular, it assists in achieving the outcomes set out in the District Plan. At this time it is an important rebuild activity supporting how the city is reconstructed.

The key issues in the delivery of an effective resource consent function are:

- Managing increasing application numbers and general activity that support resource consenting;
- Positively supporting the rebuild of Christchurch following the Canterbury Earthquakes;
- Anticipating the impact of Resource Management Act reforms and the District Plan Review;
- Ensuring the legislative requirements and policy intent set out in the Resource Management Act and District Plan are achieved insofar as they can be through the resource consent process; and
- Ensuring budget is met in an environment where forecasted workloads are variable and uncertain.

The Resource Consents Unit is also responsible for the delivery of Development Contribution assessments. This is an important income stream for growth infrastructure and it is important that the assessments are timely and accurate.

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements.

The effective management of resource consenting for Christchurch means achieving the community outcomes that:

- The Council is responsive to the demands of the rebuild
- Statutory obligations are met by the Council.

Resource consenting also supports community outcomes such as:

- There is sufficient housing to accommodate residents
- There is adequate and appropriate land for residential, commercial, industrial and agricultural uses

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Resource Consenting.

1.2 Effects of growth, demand and sustainability

The rebuild has increased the demand for resource consents and development contribution assessments. This is primarily driven by a rebuild of damaged building stock or replacement (Greenfield) building stock. The number of resource consent applications issued in the 2012/13 year was 1,800 and in 2013/14 was 2,600 and in 2014/15 is forecasted to increase to as high as 3,000. Along with increases in applications, the activity has seen significant demand for the public advice service and other associated services.

1.3 Key Challenges and Opportunities for Resource Consenting

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 1-1.

Table 1-1

Key Issue	Discussion
Legislative change	Key provisions in the Resource Management Amendment Act 2013 will come into effect by March 2015. The Government has also signalled further changes to the Resource Management Act. This is likely to impact on processes and workloads.
District Plan Review	Phases I and II of the District Plan Review will necessitate a review of process documentation, will impact on workloads and will require staff to be familiar with a new planning document.
Stakeholder engagement	There is continuing interest in the delivery of resource consenting in the context of development and the rebuild. In this context it is important to recognise that resource consenting has a wider purpose than just providing a service for applicants. It is also in place to ensure development considers the impacts on neighbours, community and the environment.
Workloads	Application numbers are forecasted to rise over the 2014/15 year to a level that is near to double that in pre-earthquake years. It will be a continuing challenge to achieve statutory timeframes for all applications.
Budget	Resource consents is funded by user pays and uncertainty and variation exists around the timing of the rebuild, legislative change and the District Plan Review. All of this will directly impact on revenue and therefore the budget.
Electronic processing	The resource consents area is a leader nationally in the delivery of resource consenting electronically. The Connect project (currently underway) further supports and enhances this direction.
Modernisation of development contribution assessments	Currently there is a revision of the Development Contribution Policy and the Council's Business Improvement Team is also reviewing the assessment process. This will identify opportunities for improvement to provide a better service and also safeguard against errors in assessments. An example is developers wanting greater transparency and visibility about how their development contributions are spent on growth infrastructure.

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Resource Consenting activity since the Three Year Plan 2013-16 Activity Management Plan.

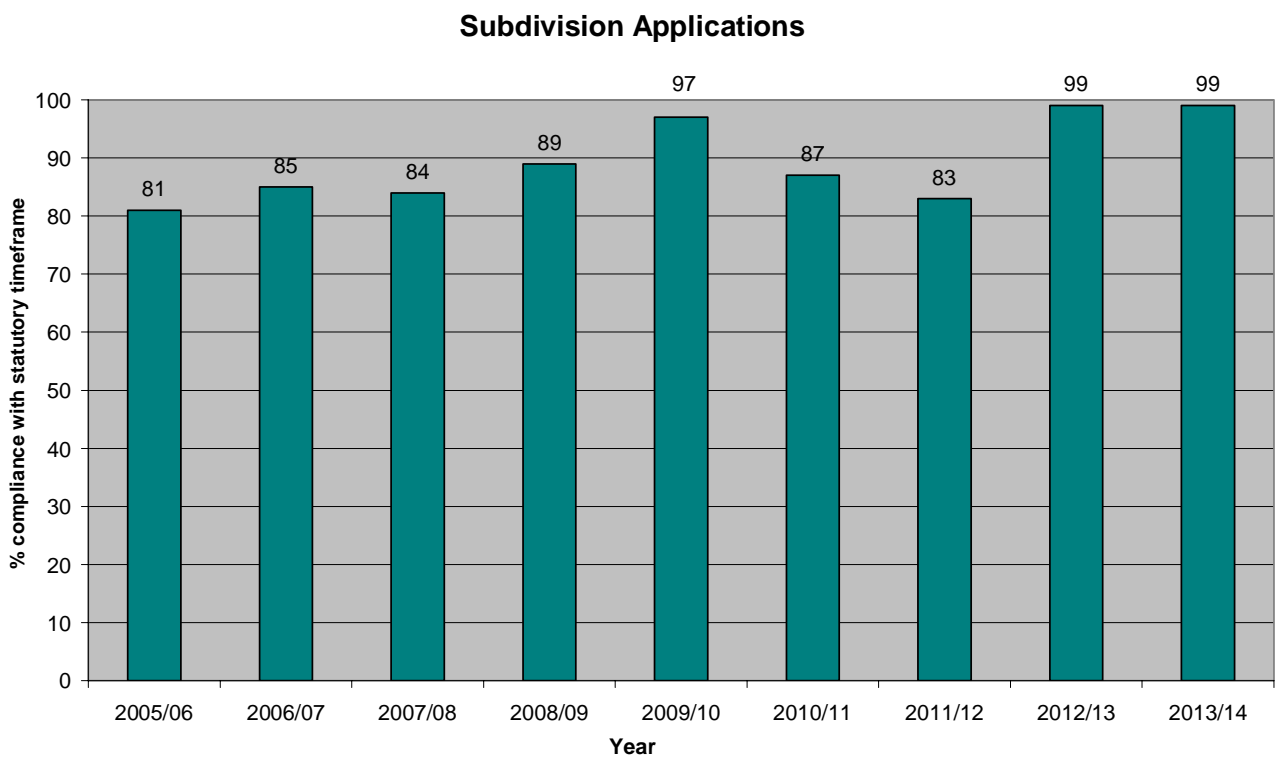
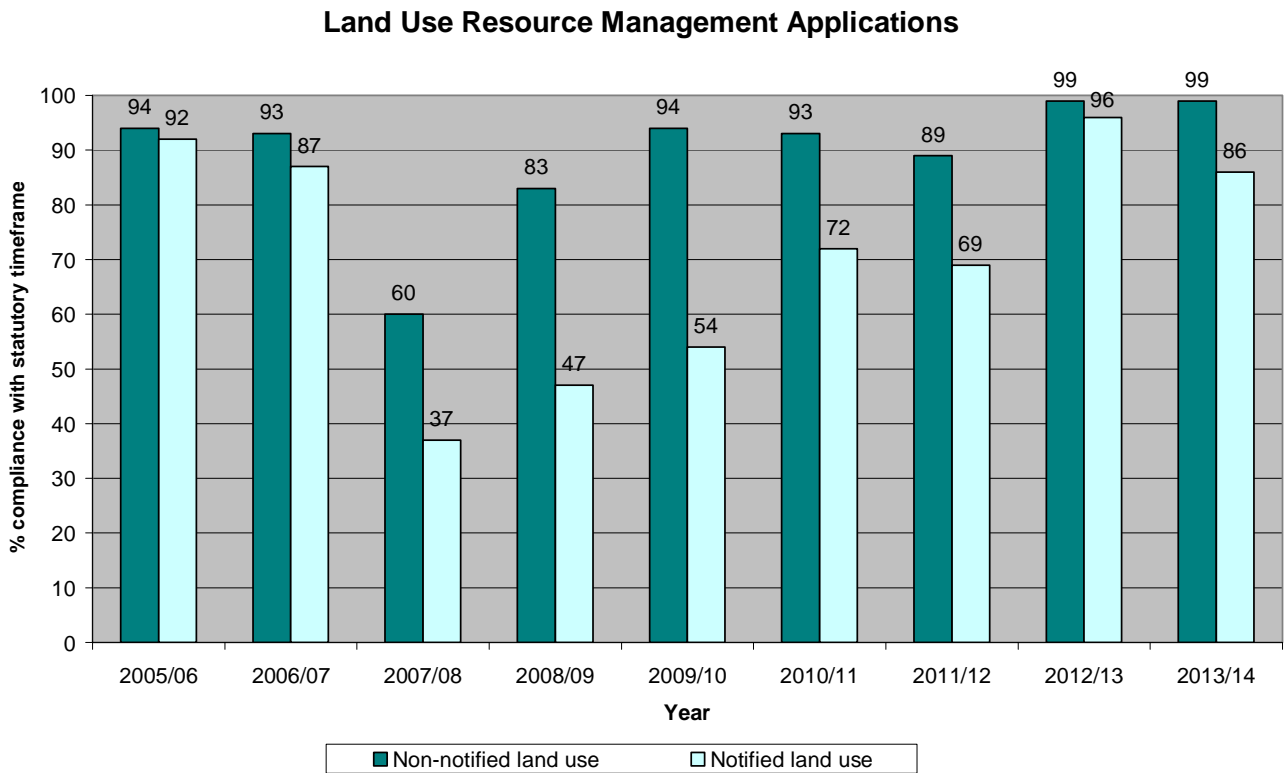
Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
Compliance with statutory timeframes	With increased workloads, 100% compliance with timeframes has become a more aspirational target rather than achievable. It is proposed to change the target to 99% instead of 100%	For the 2013/14 year, 99% of applications were processed within statutory timeframes (8 out of 2600 applications went over time). Very few councils achieve 100% and the target is more aspirational rather than achievable. Nevertheless it is a statutory timeframe so this change would be endorsing a target inconsistent with the statutory timeframe. It is noted that the Building Control Group is proposing 90% of applications being processed with 19 working days instead of 20 working days. It is also noted that the Resource Management Discount Regulations would penalise the Council for the 1% that goes over by requiring discounting of processing fees calculated at 1% per day over the statutory timeframe (up to a maximum of 50%). <u>Figure 2-1 on page 6</u> contains graphs showing past performance against statutory timeframes.	No consultation or engagement is proposed except through the LTP process. The change in service is a small change and would not be identifiable to a particular person or group at this time.
Resource Management Act reform	Legislative changes to the Resource Management Act will necessitate changes to processes. The first phase of amendments will come into effect by March 2015.	The changes will modify processes. They are driven at the national level although the Council is likely to be able to make a submission on the second phase of the legislative reform.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
District Plan Review	The District Plan Review will necessitate a revision of process documentation and staff will need to learn a new District Plan. It is also likely to impact on workloads as one of the objectives of the review is to reduce a reliance on resource consenting.	The review is likely to necessitate process changes as well as reduce the number of resource consent applications.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
Connect	A new computer software package is currently being configured to replace the legacy system GEMs. The software is already in place in the Building Control area. This change will further enhance and support electronic processing of resource consents. It will also support a more efficient future process.	Connect will help to modernise processes and the delivery of resource consents. It starts to facilitate further opportunities for online engagement with customers.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Implement remaining Ministry for the Environment action plan items	Following the review from the Ministry for the Environment, Council staff and staff from the Ministry have been working together on an action plan. This will result in process changes and an overall improved delivery of resource consenting.	The action plan will continue to changes processes in line with the items in the action plan.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Annual Independent audit	There is continual scrutiny with respect to the approval of resource consents. An annual independent audit of a representative sample of resource consents will provide a level of comfort that any issues are being identified. This can be met within the existing budget structure.	This will ensure any issues are identified with the processing of resources consents, including notification requirements.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Funding structure	To achieve greater transparency it is proposed to separate out rates and user pays funded activities. This is particularly important as fees levied for resource consents are contestable. What this will look like is categorising public advice, appeals and EQ consents as rates funded activities. Additionally, development contribution assessments are also rates funded. Resource consent and subdivision consent processing will be 100% user pays. The overall split for resource consenting (excluding development contribution assessments) is 77% user pays and 23% rates funded.	This will enable greater transparency about which activities are rates funded and which are user pays.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
Temporary accommodation approvals	The Temporary Accommodation Order in Council expires in April 2016. It is proposed to reduce the earthquake resource consents budget to achieve savings. To achieve these savings, it is proposed that the external commissioner budget be reduced. It is proposed to use staff to make decisions on temporary accommodation application rather than commissioners. This will largely eliminate the external spend for temporary accommodation.	This change would mean that independent commissioners do not make the decisions on these applications, to reduce external spend. The Resource Management Officer Sub-Committee is considered capable of making these decisions. A report was put to Council in 2011 setting out the temporary accommodation process. This included commissioners making decisions on these applications.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Central City consents	It is proposed to remove the current 10 working day central city timeframe. This timeframe is very difficult to achieve due to the requirement for specialist input. This is not a statutory timeframe.	This change will mean that Central City applications are subject to the same 20 working day statutory timeframe as other non notified applications.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Simple subdivision consents	It is proposed to remove the 10 working day timeframe for simple subdivision applications. Following the earthquakes very few such applications are received as most now need engineering input. This is not a statutory timeframe.	This change will mean that simple subdivision applications are subject to the same 20 working day statutory timeframe as other subdivision applications.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.
Customer annual survey target	Following feedback from the Council seminar considering the Activity Management Plan, the annual customer survey target is to increase from 75% in year by increments of 1% each year plateauing at 78%.	This will drive continuous improvement in customer service in striving for a higher result.	Except as provided for in the LTP, no further consultation or engagement is considered necessary.

Figure 2-1: Past performance against statutory timeframes



3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's resource consenting are that:

- There is sufficient housing to accommodate residents.
- There is adequate and appropriate land for residential, commercial, industrial and agricultural uses.
- The Council is responsive to the demands of the rebuild.
- Statutory obligations are met by the Council.

3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- Resource consent applications are processed promptly and efficiently within statutory timeframes. This facilitates the development of new housing and the availability of land for residential, commercial, industrial and agricultural purposes.
- Advice is provided and applications for land use resource consents and subdivision consents are processed in accordance with the District Plan and statutory processes.
- Development contributions charges are assessed in accordance with relevant policy and legislation.
- Development contributions assessments are accurate and timely.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Council stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

This activity includes the following services:

- Resource Management Applications (notified, non-notified and appeals, and temporary accommodation).
- Subdivision consents (notified and non-notified).
- Development Contributions assessment.
- Resource consenting public advice.

There are no assets associated with this activity.

3.4 Benefits and Funding Sources

Applicants are considered customers and include developers, planning consultants, architects, surveyors, building and property owners, housing companies, Project Management Offices, signwriters, real estate, engineers, lawyers, property purchasers and walk in customers. Other customers include the community as a whole, as the resource consent process seeks to manage the environmental effects of buildings and activity for a wider public benefit.

3.4.1 Who Benefits?

The resource consent process is generated by the Resource Management Act and District Plan. The purpose of the Act is ensure development and use of natural and physical resources are managed sustainably and in a way that avoids, remedies or mitigates inappropriate adverse effects on people and the environment. By its very nature the process encroaches on private property rights in that it seeks to control how activity and buildings can occur.

Resource consents

Who benefits?	
Individual	Majority
Identifiable part of the community	Some
Whole community	Some

Explanatory Comments: A resource consent allows an individual to develop a property beyond the restrictions in the District Plan. The process also ensures the effects on neighbours and the community are taken into account.

Development contributions assessments

Who benefits?	
Individual	Some
Identifiable part of the community	Majority
Whole community	Majority

Explanatory Comments: Assessing development contributions in an accurate and timely manner benefits the developer. The collection of the development contributions benefits the wider community as it provides funding for growth infrastructure.

3.4.2 Who pays?

Resource consents

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
77%	0%	23%	0%
Majority		Some	

Development Contribution assessments

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	0%
None		Full	

Does this Activity generate surplus funds that can be applied to other areas? **No**

Explanatory Comments:

Resource consent and subdivision consent processing are 100% user pays, whereas the public advice service, resource consent appeals and earthquake consents (temporary accommodation) consents are rates funded activities. Development contribution assessments are 100% rates funded.

3.5 Key legislation and Council strategies

To meet the requirements of:

Resource Management Act 1991, Building Act 2004; Canterbury Earthquake Recovery Act 2011; Local Government Act 2002.

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Resource Consenting activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

Table 4-1

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Resource Management Applications (notified, non-notified and appeals, and temporary accommodation)									
9.2.1	% of simple land use resource management applications processed within timeframes		<i>Land Use</i> <i>A simple consent includes:</i> <i>Non-notified applications in all zones (except within the central city, medium/high residential and hill zones) which involve non-compliance with one or more of the following rules:</i> <i>-Recession planes</i> <i>- Setback from internal boundaries</i> <i>-Continuous building length</i> <i>-Outdoor living space</i> <i>Outline plan</i> <i>waivers.</i>	<i>99% within 10 working days</i>	<i>No benchmark available. Not reported nationally.</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.2.2	% of complex non-notified resource management applications processed within statutory timeframes (including Central City Consents)		<i>The statutory timeframes are achieved in accordance with set targets.</i>	99% within statutory timeframes	<i>Legislation requires 100% within statutory timeframes</i> <i>Ministry for the Environment 2012/13 biennial survey average was 97%.</i>	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes
9.2.18	% of notified resource consents processed within statutory timeframes		<i>The statutory timeframes are achieved in accordance with set targets.</i>	99% within statutory timeframes	<i>Legislation requires 100% within statutory timeframes</i> <i>Ministry for the Environment 2012/13 biennial survey average was 92%</i>	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes
9.2.8	% of subdivision consents processed within statutory timeframes		<i>The statutory timeframes are achieved in accordance with set targets.</i>	99% within statutory timeframes	<i>Legislation requires 100% within statutory timeframes</i> <i>Ministry for the Environment 2012/13 biennial survey average was 96%</i>	99% within statutory timeframes	99% within statutory timeframes	99% within statutory timeframes	99% within statutory timeframes

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.2.10	% Section 223 (survey plan approval) certificates issued within statutory timeframes		Section 223 is issued within set target.	99% within statutory timeframes	Not able to benchmark	99% within statutory timeframes	99% within statutory timeframes	99% within statutory timeframes	99% within statutory timeframes
9.2.11	% Section 224(c) completion certificates issued within timeframes		Section 224 is issued within set target.	99% within 20 working days	No benchmark available.	99% within 20 working days	99% within 20 working days	99% within 20 working days	99% within 20 working days
9.2.19	% of Notice of Requirements for designating land processed within statutory timeframes		The statutory timeframes are achieved in accordance with set targets.	No data on current performance as not currently reported on. New service for the Resource Consents Unit	Legislation requires 100% within statutory timeframes No benchmark available as not reported nationally.	99% within the statutory timeframes	99% within the statutory timeframes	99% within the statutory timeframes Discontinued	99% within the statutory timeframes Discontinued
9.2.4	% of Permitted Temporary Accommodation applications processed within timeframes		The set target is achieved.	New measure.	No benchmark as a Canterbury Earthquake specific process.	99% within five working days	N/A as legislation expires in April 2016	99% in 5 working days	N/A as legislation expires in April 2016

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.2.5	% of Site Specific Temporary Accommodation applications processed within timeframes		<i>The set target is achieved.</i>	<i>New measure.</i>	<i>No benchmark as a Canterbury Earthquake specific process.</i>	99% within ten working days	N/A as legislation expires in April 2016	99% within 10 working days	N/A as legislation expires in April 2016
9.2.6	Ensure resource consent decision-making is robust and legally defensible		<i>No decisions are overturned by the High Court upon judicial review.</i>	<i>No decisions overturned by the High Court upon judicial review.</i>	<i>No benchmark as not measured nationally.</i>	<i>No decisions are overturned by the High Court upon judicial review.</i>	<i>No decisions are overturned by the High Court upon judicial review.</i>	<i>No decisions are overturned by the High Court upon judicial review.</i>	<i>No decisions are overturned by the High Court upon judicial review.</i>
9.2.7	% satisfaction with resource consenting process		<i>The set target is achieved in the annual point of contact annual survey .</i>	<i>75% achieved in 2014 survey.</i>	<i>There are no known national benchmarks</i>	75% satisfaction achieved	76% satisfaction achieved	77% satisfaction achieved	78% satisfaction achieved
9.2.17	Average controllable cost of processing non-notified resource management applications.		<i>The average controllable cost of processing non-notified resource management applications does not increase annually by more than CPI.</i>	<i>Average controllable cost for 2013/14 was \$1,406.</i>	<i>No benchmark available as not reported nationally</i>	The average controllable cost of non-notified resource consents, \$1,505 or less (reduces from the previous year)	The average controllable cost of non-notified resource consents reduces from the previous year	The average controllable cost of non-notified resource consents reduces from the previous year Discontinued	The average controllable cost of non-notified resource consents reduces from the previous year Discontinued

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.2.20	Audit of processing of resource consent applications.		<i>Appropriately qualified and experienced practitioner review a sample of resource consents to identify any issues and opportunities to improve processing and decision making.</i>	<i>New measure</i>	<i>No benchmark available.</i>	Undertake an annual audit and implement recommendations through an action plan	Undertake an annual audit and implement recommendations through an action plan	Undertake an annual audit and implement recommendations through an action plan	Undertake an annual audit and implement recommendations through an action plan
9.2.21	Engagement with elected members		<i>Regular reporting on application numbers and performance to the relevant Council committee</i>	<i>New measure</i>	<i>No benchmark available</i>	Report to relevant Council committee meetings. Report to each Community Board annually	Report to relevant Council committee meetings. Report to each Community Board annually	Report to relevant Council committee meetings.	Report to relevant Council committee meetings. Report to each Community Board annually
Development Contributions assessment									
9.2.13	% Development Contribution assessments completed within timeframes		<i>Development contribution assessments are completed within set targets.</i>	<i>99% within 10 working days</i>	<i>Not able to benchmark</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>	<i>99% within 10 working days</i>
9.2.22	% Development Contribution reconsiderations completed within statutory timeframes		<i>Development contribution reconsiderations are completed within set targets.</i>	<i>99% within 10 working days</i>	<i>Not able to benchmark</i>	<i>99% within 15 working days</i>	<i>99% within 15 working days</i>	<i>99% within 15 working days</i>	<i>99% within 15 working days</i>

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
Resource consenting public advice									
9.2.14	Provide public advice service to support resource and subdivision consenting customers by duty planner phone and email.		Provide duty planner phone and email for customers during	Duty planner phone and email provided between the hours of 8.30am – 5.00pm, Monday to Friday (excluding public holidays)	To be provided	Duty planner phone and email provided between the hours of 8.30am – 5.00pm	Duty planner phone and email provided between the hours of 8.30am – 5.00pm	Duty planner phone and email provided between the hours of 8.30am – 5.00pm Discontinued	Duty planner phone and email provided between the hours of 8.30am – 5.00pm Discontinued

5 Review of cost effectiveness - regulatory functions and service delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

The function is governed by legislation which sets out the process and requirements. However, there are options for how the service is funded. Three options are set out below.

Governance	Funding	Delivery	Option
CCC	CCC – funded from rates	CCC	1
CCC	User Pays	CCC	2
CCC	Split between Rates and User Pays	CCC	3

Service: Resource Consenting

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC (23%) and User Pays (77%)	CCC	\$6.7M

Service: Development Contribution Assessments

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC (100%)	CCC	\$5.5K

Review of options

Option	Date of Last Review	Findings	Estimated Cost
1	No review previously undertaken	This is where CCC provides governance and delivers the function. It also fully funds the activity from rates. The implication is a larger rate spend of around \$5.2M. There are no metropolitan Council's nationally operating on a full rates funded model.	\$7.2M – this model would require a further \$5.2M rates funding.
2	No review previously undertaken	This is effectively entirely funded by a user pays model. A user pays model would increase fees for the service by approximately 40%. It is considered this would not be a fair way of delivering the function and would raise issues with respect to the requirements for charging under the Resource Management Act. There are no metropolitan Council's nationally operating on a full user pays model.	\$7.2M entirely funded by user pays.
3	No review previously undertaken	This is effectively the status quo model and the model favoured by other metropolitan Council's nationally. The split varies for each Council and it is difficult to compare as each has a different financial model. In setting the split the Council needs to be mindful of the requirements of the Resource Management Act which requires charges to be actual and reasonable.	\$7.2M although there is scope to rebalance rates and user pays funding for the function.

There is limited opportunity to consider the balance of the funding model between rates and users pays. It is currently 77% (user pays) and 23% (rates). The actual consenting component is 100% user pays and the 27% is made up of public advice, appeals and earthquake consenting. There is also development contribution assessments where the legal advice is that this cannot be user pays as a fee would be essentially requiring a fee for the Council to charge another fee.

The current split is considered to be the maximum in terms of the amount of user pays otherwise issues start arising with respect to the requirements of the Resource Management Act which says fees can only be levied to cover the actual and reasonable costs of processing a resource consent application. It is therefore considered the status quo funding model and delivery be maintained.

6 Long Term Infrastructure Strategy

6.1 Issues, principles and implications

Not applicable as no infrastructure delivery involved with the delivery of resource consenting.

7 Review of cost-effectiveness - infrastructure delivery

Not applicable as no infrastructure delivery involved with the delivery of resource consenting.

8 Significant Effects

The significant negative and significant positive effects are listed below in Tables 8-1 and 8-2 respectively.

Table 8-1 Significant Negative Effects

Effect	Council's Mitigation Measure
Some members of the community may not agree with the outcome of a resource management application.	Transparent processes and clear public information
Costs of legislative changes may impact on resource management fees.	Continuous review of processes to reduce costs.

Table 8-2 Significant Positive Effects

Effect	Description
Support a timely rebuild	Processing of resource management applications within set timeframes allows for a timely uptake of land uses.
Good environmental outcomes	Processing resource consents in accordance with District Plan provisions, reflecting the outcomes envisaged by the community in general.

8.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. Table 8-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

Table 8-3 Major Assumptions

Assumption Type	Assumption	Discussion
Financial assumptions	That application numbers will meet forecasted levels.	The budget is based on revenue received for the processing of resource consent applications. A lower number of applications will likely result in less revenue and therefore a greater challenge in meeting budget.

Assumption Type	Assumption	Discussion
Continued scrutiny and interest in resource consenting	That there will be continued scrutiny on the delivery of resource consenting.	It is expected that there will be continued interest in resource consenting as a key rebuild activity. It will be important that delivery and process is effective and efficient.
Changes in legislation and policy	That there will be significant uncertainty and change in legislation and policy.	There are signalled changes in legislative reform and the District Plan. While largely unknown at this time, they are likely to have an impact on the delivery of resource consenting.

9 Risk Management

This approach includes risk management at an organisational level (Level 1). The treatment measures and outcomes of the organisational level risk management are included within the LTP.

At the group level (Level 2), three medium risks have been identified. There are planned controls for these risks, but even with the controls they remain noted as a risk.

Table 9-1 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
Government review of resource consenting function	The unit has recently been reviewed by the Ministry for the Environment where an agreed action plan has been developed.	Continue to implement Ministry for the Environment Action Plan. Audit consenting process to ensure issues and opportunities are identified and addressed.	MEDIUM
Timeliness of processing resource consent applications	Currently 99% of applications are being processed within statutory timeframes.	Continue to implement Ministry for the Environment Action Plan. Audit consenting process to ensure issues and opportunities are identified and addressed.	MEDIUM
Not meeting budget	Regular forecasting so that application numbers are understood.	Continue regular forecasting however risk remains due to legislative and policy change.	MEDIUM

10 Improvement Plan

The Resource Consent Unit continually reviews its processes and looks for opportunities for improvement. Areas of particular focus include simplifying and streamlining consent processes, reducing costs, and improving resilience and agility in responding to legislative and other changes. Annual independent audits will further support continuous process improvement.

11 Operations, Maintenance and Renewals Strategy

11.1 Operations and Maintenance

Not applicable as no infrastructure delivery involved with the delivery of resource consenting.

11.2 Renewals

Not applicable as no infrastructure delivery involved with the delivery of resource consenting.

12 Key Projects

Table 12-1 details the key projects.

Table 12-1

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver
Connect	New computer software to assist in the management of consenting.	IM&CT funded project	N/A	N/A	N/A	Modernisation of computer software to deliver consenting

13 Summary of Cost for Activity

Figure 13-1

REGULATION AND ENFORCEMENT - RESOURCE CONSENTING					<i>Funding splits exclude EQ Costs from all calculations</i>					
	Funding Caps in 2015/16 Dollars				Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	2014/15 Annual Plan	2015/16	2016/17	2017/18						
	000's									
Operational Budget										
Resource Consenting (Notified/Non Notifi	3,886	3,915	3,869	3,809						
Subdivision Consenting	1,544	1,556	1,522	1,499						
Development Contributions Assessment	548	550	548	541						
Resource Consent Public Advice	908	916	907	894						
Activity Costs before Overheads	6,887	6,936	6,845	6,743						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	367	356	351	328						
Depreciation	-	-	-	-						
Interest	-	-	-	-						
Total Activity Cost	7,254	7,292	7,196	7,071	73% Majority	0%	27% Residual	0%		15% rates funding for Appeals
Funded By:										
Fees and Charges	5,254	5,296	5,253	5,224						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
Total Operational Revenue	5,254	5,296	5,253	5,224						
Net Cost of Service	2,000	1,996	1,943	1,847						
Funded by:										
Rates	2,000	1,996	1,943	1,847						
Earthquake Borrowing	-	-	-	-						
	2,000	1,996	1,943	1,847						
Capital Expenditure										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

Figure 13-2

