

# Strategy and Policy

Activity Management Plan  
2018–2028





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## **1.0 OVERVIEW / DESCRIPTION OF ACTIVITY**

The Strategy & Policy Activity Management Plan (AMP) covers one of the activities addressed in the Environmental Services area of operation. Activity management plans are being drafted for each of the Council's significant activities as part of the overall project to prepare a Long Term Plan (LTP). This plan is, therefore, strongly linked to the overall strategic direction for the district.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of strategic goals. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the community is provided in the most operationally effective and sustainable manner.

The Council undertakes the strategic land use and policy functions to maximise the benefits of growth for its communities and to address its potential negative impacts. Through working with communities and other stakeholders, different growth scenarios are identified, analysed and a preferred option chosen.

The Selwyn 2031 District Development Strategy (Selwyn 2031) is a key strategic document which helps guide growth and development in Selwyn. Selwyn 2031 provides an overarching strategic framework for achieving sustainable growth across the whole district to 2031. The Strategy emphasises the importance of adopting and implementing a strategic approach to managing urban growth as a means of strengthening the district's self-sufficiency and to ensure that it continues to be a great place to live, work and play.

A key Action of Selwyn 2031 was the development of the Ellesmere and Malvern Area Plans (Area Plans), which were adopted in September 2016. The Area Plans outline the strategic approach to managing growth and development in the Ellesmere and Malvern wards in a similar way the UDS does for the Greater Christchurch area. This strategic approach is implemented through working with developers and the community to develop strategic plans including structure plans area plans , urban design guides, outline development plans, the District Plan, the Long Term Plan, Asset Management Plans and community engagement programs.

One of the chief drivers of this strategic approach to managing growth in the eastern part of the District is the Greater Christchurch Urban Development Strategy (UDS) to which Selwyn District Council is a signatory. The UDS applies only to the Great Christchurch area to the east of the Selwyn district. This collaborative partnership has now been renamed the Greater Christchurch Partnership. A review of the Urban Settlement Pattern for Greater Christchurch is currently underway as an initial step in a more comprehensive review of the UDS.

Most recently as one of the Strategic partners involved in earthquake recovery, the Council has been implementing the requirements of the Land Use Recovery Plan (LURP) which provides clear direction for residents businesses, and councils of greater Christchurch about where development should occur and what form it should take to support recovery. Accordingly the (LURP) and its associated actions have been a key driver for the strategic planning team and continue to have relevance through the Selwyn District Plan Review.

Presently the Selwyn District Council, along with the Greater Christchurch Partnership, is in the process of responding to the direction of the National Policy Statement on Urban Development Capacity (NPS-UDC). This will build UDS framework and set further direction for the growth management of Greater Christchurch

A key document to Council that is delivered by the Strategy and Policy Team is the District Plan. The form and nature of the District Plan is governed by the Resource Management Act 1991 (RMA). That legislation contains extensive checks and balances to protect all parties to the process. Development of the Plan requires considerable time and resources to achieve a defensible result. The District Plan became fully operative on 3 May 2016. The next challenge for the development of the District Plan has begun with a full District Plan Review (DPR) to move to a second generation District Plan. Alongside the Long Term Plan this is the most significant piece of work for the Council over the next 3 years.

The Strategy & Policy activity includes work on the development, adoption, on-going changes to, and monitoring of the District Plan which includes the following:

- The significant resource management issues for the District;
- States the objectives to be achieved by the Plan;
- Describes the policies for the stated issues and objectives;
- Describes methods (including rules) to implement the policies;
- States the principal reasons for adopting the objectives, policies and methods of implementation set out in the Plan;
- Describes the environmental results anticipated from the implementation of the policies and methods.

Specifically, this Activity will:

- assist in developing and implementing the strategic direction for the District;
- undertake the District Plan Review;
- work with other local authorities to implement and review the Greater Christchurch Urban Development Strategy;
- implement and coordinate planning related aspects of Selwyn 2031;
- implement and coordinate planning related aspects of the Ellesmere and Malvern Area Plans;
- undertake necessary research and develop strategic policy advice and direction to address identified community needs and growth related issues;
- undertake more detailed planning at a township or rural community level to support the strategic directions of Council and the community;
- provide information to the public on the District Plan;
- progress all Council hearings on District Plan changes within statutory timeframes;
- align where possible the District Plan with the Long Term Plan;
- produce and maintain an operative District Plan that is free of errors;
- prepare and notify proposed changes to the District Plan, where this is an effective and efficient method of giving effect to the Long Term Plan;
- provide advice to Council on the merits of private plan change requests;
- participate in the statutory planning processes of other local authorities as they impact on Selwyn communities;

- lead and contribute to the development of a new Selwyn growth model;
- establish and implement a monitoring framework which enables the effectiveness of the District Plan, the State of the Environment, and the achievement of the Community outcomes to be monitored in an integrated way, and in a way that meets the legislative requirements of both the RMA and the LGA; and
- evaluate and review strategic documents and implementation measures (including the District Plan and LURP) on a regular basis to ensure positive outcomes are being achieved.

The Council is also required by legislation to undertake certain monitoring functions, which include the monitoring of the State of the Environment, monitoring the effectiveness and efficiency of the policies and rules in the District Plan (a review of the results of the monitoring undertaken is due every five years) and taking appropriate action, which may include plan changes, where necessary. Council also provides information to the Ministry for the Environment on a yearly basis to satisfy the requirements of the National Monitoring System.

Other Acts, plans or strategies that affect this activity:

- Local Government Act 2002 (LGA)
- Heritage New Zealand Pouhere Taonga Act 2014
- Greater Christchurch Regeneration Act 2016 (GCRA)
- Resource Legislation Amendment Act 2017 (RLAA)
- Canterbury Regional Policy Statement (CRPS)
- Urban Development Strategy (UDS)
- Selwyn 2031 District Development Strategy (Selwyn 2031)
- Ellesmere and Malvern Area Plans (Area Plans)
- Land Use Recovery Plan (LURP)
- Canterbury Land and Water Plan (CLWP)
- Canterbury Water Management Strategy (CWMS)
- Canterbury Regional Biodiversity Strategy (CRBS)
- National Policy Statements (various)
- Natural Environment Recovery Programme (NERP)

## **2.0 WHY WE UNDERTAKE THIS ACTIVITY**

The community considers planning for the future of the District to be important. The 2016 community survey recorded a 52% satisfaction level for the way Council plans for the future. This is an increase of 4% from 2015. The community also believe that Council is improving in maintaining the rural character of the district with a 46% satisfaction level compared to 41% in 2015.

These satisfaction levels have increased in a time of rapid growth in the District, which has required a change in how the Council plans for future development. The Council is a signatory to both the Urban Development Strategy and the New Zealand Urban Design protocol and has taken a lead role in strategically planning for the future of the District.

The earthquakes of 2010 and 2011 have accelerated growth pressure in Greater Christchurch, including Selwyn District. Significant planning has been undertaken since the earthquakes to ensure the District Plan does not hinder earthquake recovery. This includes the implementation of the Land Use Recovery Plan.

There has also been clear national direction to cater and provide for urban growth through a number of government initiatives including specialised legislation such as the Housing Accords and Special Housing Areas Act 2013 (HASHA) and through national direction such as the National Policy Statement on Urban Development Capacity. Council has responded and utilised the HASHA Act to establish Special Housing Areas in the district, and is in the process of responding and giving effect to the NPS-UDC through its review of the Selwyn District Plan.

### **2.1 Activity Goal / Principal Objectives**

The key activity goals and principal objectives of the Activity are as follows:

- To promote sustainable management in the District and to manage growth;
- To manage any adverse effects of development and maintain a quality environment for residents;
- To manage the statutory functions as required;
- To coordinate and facilitate economic development and investment in the District;
- To plan and cater for growth to ensure the timely, effective and efficient coordination and provision of infrastructure investment;
- To provide thorough, accurate and responsive policy advice and monitoring to inform the district development and sustainable management planning functions of the organisation.

### 3.0 CONTRIBUTION TO COMMUNITY OUTCOMES

**Table 3-1:** How the activity aligns with the Council's community outcomes

Community Outcome	How the activity contributes
Air, land and water and the general environment to be kept in a healthy condition	This activity contributes to this outcome by identifying and protecting the key elements of the natural environment from the adverse effects of land use and development. The establishment of integrated land use and infrastructure plans (structure plans) and their implementation through the District Plan provides a development framework that manages adverse effects on air, land and water.
A living environment where the rural theme of Selwyn is maintained	<p>The provisions and development standards in the District Plan provide the planning framework for Selwyn District to ensure the existing rural theme is not eroded. The development of community engagement programmes, for example the Selwyn 2031 District Development Strategy and the Ellesmere and Malvern Area Plans, took into account the principles of collaboration and developed an awareness and understanding of issues as a foundation for agreement, commitment and action.</p> <p>In addition, the Canterbury Regional Policy Statement (CRPS), the Land Use Recovery Plan (LURP), the Urban Development Strategy (UDS), and the subsequent planning framework that flows from these documents, emphasises the consolidation of urban activities in and around existing townships to maintain the rural character of the District.</p>
A safe place in which to live, work and play	The District Plan provides a planning framework in which crime prevention through environmental design (CPTED) principles are considered when assessing subdivision proposals. Council is also signatory to the Urban Design Protocol.

Community Outcome	How the activity contributes
	In addition, this activity involves working with communities to identify preferred locations for cycle and walkways, and making appropriate provision for all forms of transport in planning processes.
A prosperous community	<p>The District Plan provides for a range of business activities in appropriate locations. Selwyn 2031 has outlined an Activity Centre hierarchy to help guide investment decisions and ensure sufficient businesses and services are provided for within the townships to service the surrounding population. The District Plan also includes provisions which have implemented the provisions of the Greater Christchurch Urban Development Strategy and the Land Use Recovery Plan regarding the provision of business land and the development of vibrant town centres / key activity centres for that part of the District that falls within the Greater Christchurch area.</p> <p>The Area Plans have also identified areas for business growth in the Malvern and Ellesmere wards.</p> <p>Implementation of the objectives and policies of the National Policy Statement on Urban Development Capacity will allow for future urban development of the townships in the eastern part of the District from both a residential and business perspective.</p>
An accessible district	<p>The District Plan designates major transport network requirements and sets standards to improve or maintain levels of service and ensure the safety of the roading network. This activity area administers these planning provisions.</p> <p>The development of an integrated transport and land use programme and patterns of development of funded transport projects i.e. Christchurch – Rolleston Environs Transport Study (CRETS) and NZTA’s Roads of National Significance (Christchurch Southern Motorway and Main South Road four laning).</p>



Community Outcome	How the activity contributes
A community which values its culture and heritage	The District Plan includes provisions to protect the built heritage of the District and recognise and protect significant trees and sites that are of significance to Tangata Whenua. The administration of these provisions includes the requirement to consult with the relevant agency (Tangata Whenua and / or Heritage New Zealand).

## **4.0 KEY ISSUES FOR THIS ACTIVITY**

The key issues for this activity are as follows:

- District Plan Review
- Growth management
- Growth Model development and management
- Canterbury Regional Policy Statement
- Urban Development Strategy
- National Policy Statement on Urban Development Capacity
- Resource Legislation Amendment Act
- Land Use Recovery Plan
- Selwyn 2031 - District Development Strategy implementation
- Ellesmere and Malvern Area Plan Implementation
- Implementation of National Direction, including NPSs and NESs
- National Planning Standards
- Staff retention and development

### **4.1 District Plan Review**

The Council is required to review the District Plan at intervals of not more than 10 years. The District Plan was technically due for a formal review in 2015, given large parts of it were made operative in 2015. Council in considering how to approach the review decided to undertake a full review of the District Plan, rather than a rolling review. This review formally began in 2015 and it is anticipated to have decisions on the review completed by early 2022.

The Council is required to ensure that the District Plan is updated as a result of National Policy Statements and National Environmental Standards and any changes needed as a result of changes to the Canterbury Regional Policy Statement. This also includes updating the District Plan pursuant to Clause 16 of the First Schedule of the RMA to fix any minor errors or omissions when they have been identified. The District Plan is also subject to change as a result of private plan change requests and changing the community's desires.

### **4.2 Growth Management**

The Council has previously developed major plan changes to provide for the strategic growth of the Districts main towns located within the Greater Christchurch Urban Development Strategy, namely Lincoln and Rolleston, known as Plan Change 7 and Prebbleton via the Land Use Recovery Plan. The LURP rezoned an additional 4000 sections for residential use and also rezones significant additional land for industrial use in both Lincoln and Rolleston. Both these plan changes have provided for the significant release of Greenfield land within these townships as well as intensifying land from low density residential to more appropriate densities.

Most of this Greenfield land has begun to be developed, or for some areas is nearing full development. This will continue to be considered in a strategic manner in line with existing guiding documents including Selwyn 2031, the UDS, the Area Plans and the CRPS.

More recently, the Council established two Special Housing Areas in Rolleston under the HASHA Act to respond to immediate growth demands. These two areas enabled approximately another 1,381 dwellings.

The District Plan Review will consider how to respond further to growth demands. To help inform this a new Growth Model has been commissioned to ensure robust analysis of development capacity, population numbers, and demographics. This is discussed further below.

For the Greater Christchurch area, development beyond the Greenfield priority areas is restricted due to direction contained within the Canterbury Regional Policy Statement. A key direction to reconsidering the CRPS direction and allow for further growth will be Selwyn's, and surrounding Local Authorities, response to the NPS-UDC. This will involve revisiting and reviewing the urban settlement pattern and growth areas identified in the Urban Development Strategy.

The Council also processes Private Plan Changes associated with urban growth in the District in a strategic manner.

### **4.3 Growth Model development**

After the release of the 2013 Census data on the population of Selwyn, the existing SDC Growth Model at the time was seen to be out of date for the level of growth experienced within the Selwyn District. Council staff reviewed census data released by Statistics New Zealand and updated township growth projections based on the following information:

- 2013 Census information
- Trends in Building Consent Data (from 2007 to 2013)
- Previous Growth Projections (from Statistics NZ and SDC Growth Models )
- Previous Annual Growth rates for Selwyn
- Impact of the Land Use Recovery Plan and Selwyn 2031: District Development Strategy

These projections have been updated each year as more information is made available. The latest amended projection forecasts have assumed a growth rate of 2.16% p.a. As a result, the projections outlined the following for Selwyn:

- Selwyn would have an overall population of close to 90,000 by 2031, this is an increase of 15,000 compared to previous projections to the same time. This equates to an increase of 27,646 people over a 14 year period (2017-2031).
- Using a varying average persons per household ranging from 2.4 to 2.8, depending on location and timeframe, this would create an additional 11, 291 households in the District out to 2031.
- On average this would create 806 new dwellings each year for 14 years.

As a comparison, all of the growth projections have been included in the following table. They are:

- Amended SDC Growth Projections (developed in April 2018)
- SDC Growth Projections (developed in December 2013)

- Statistics New Zealand High growth projections
- Statistics New Zealand medium growth projections

**Table 2-1:** Projected population growth through to 2031

	2013	2018	2021	2026	2031	Population Change (from 2018)
<b>SDC Amended Growth Projections 2018</b>		58,177	66,950	75,734	81,413	23, 236
<b>SDC Growth Projections (2013)</b>	44,595 (Census 2013 Population Figure)	58, 684	63,507	69,682	75, 530	16, 846
<b>Updated Stats NZ projections (High)</b>		65,100	71,850	84,100	95,150	30,050
<b>Updated Stats NZ projections (Medium)</b>		61,900	66,900	75,550	82,700	20,800

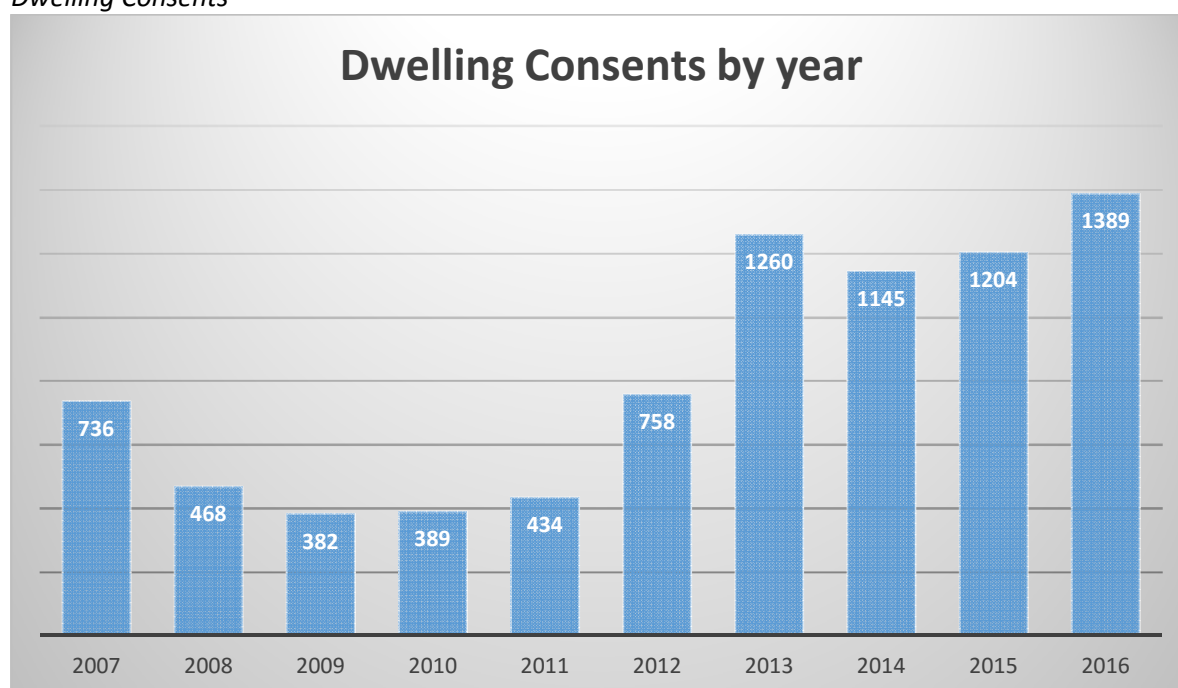
The amended 2018 projections align closely with the Statistics New Zealand medium projections. However it is important to note that in recent years the district has been growing at a higher rate closer to the Statistics New Zealand high projections. This is evident in the graph below, which shows an average dwelling increase of over 1200 per annum for the last four years. It is not known how much longer this high growth can be sustained and so it is prudent when looking long term to utilise more conservative (medium) projections. This is particularly important for Councils financial and infrastructure planning.

Although the projections developed to date have served Council well and have been relatively accurate, Council recently engaged a demographer to analyse these projections for accuracy and to also analyse the demographics of the District. A key finding was that the projections aligned well with Statistics New Zealand medium projections, however did not consider important aspects like age cohort, which are important for planning considerations.



Given this, and the need to robustly deliver outcomes for the DPR and NPS UDC, a new growth model was commissioned and completed at the end of 2017 to factor in key demographic changes as well as provide defensible and robust methodology.

#### *Dwelling Consents*



## 4.4 Canterbury Regional Policy Statement

Environment Canterbury has produced the Canterbury Regional Policy Statement and the Council will be required to ensure the District Plan gives effect to the CRPS. The CRPS is a strategic regional policy statement requiring the integration of land use with infrastructure. The CRPS is due for review in 2020. However aspects of this, as discussed above, may need to be reviewed as part of the response to the NPS UDC.

## 4.5 Urban Development Strategy

The UDS was promulgated in 2007. A central component of the Strategy was an agreed settlement pattern covering a period through to 2041. A fundamental requirement of the Strategy was to anchor the settlement pattern within the CRPS and District Plans which has relied heavily on the Resource Management Act (RMA) processes as well as other methods.

To a degree the UDS was overtaken by earthquake recovery documents, most notably the LURP which was one of the main focusses of the Strategy and Policy teams activities for the past few years.

There is general agreement that the UDS is a highly desirable outcome for Greater Christchurch to overcome the adverse effects of relatively unconstrained peripheral urban growth around Christchurch and the towns within the Waimakariri and Selwyn Districts.

As discussed above under 'Growth Management' the urban settlement pattern outlined in the UDS, is to be reviewed as part of the response to the NPS UDC.

#### **4.6 National Policy Statement on Urban Development Capacity**

The National Policy Statement on Urban Development Capacity 2016 (NPS-UDC) was released by Central Government in December 2017. Councils at both a regional and local level must give effect to the NPS-UDC through their Policy Statements and Plans. This is a legislative requirement.

The NPS-UDC recognises the national significance of:

- urban environments and the need to enable these environments to develop and change; and
- ensuring sufficient development capacity is provided to meet the needs of people, communities and future generations within the urban environments where they work, live, recreate or socialise.

The NPS-UDC directs all local authorities to provide sufficient development capacity for housing and business growth to meet demand in the short (3 years), medium (10 years) and long term (30 years).

The NPS-UDC adopts a tiered structure that establishes additional requirements for local authorities with high-growth and medium-growth urban areas within their district or region.

The Christchurch Urban Area, as identified by Statistics New Zealand includes the town of Prebbleton, which establishes that Selwyn District forms part of the Christchurch High-Growth Area. The NPS-UDC specifies that the application of policies to ensure development capacity is not restricted to the boundaries of the identified urban area. The NPS-UDC also states that local authorities that share jurisdiction over an urban area are strongly encouraged to work together to implement the NPS-UDC. This has occurred through the Greater Christchurch Partnership.

Key deliverables and timeframes required under the NPS-UDC are:

- Quarterly monitoring of a range of market indicators commencing from June 2017;
- Preparing a Housing and Business Development Capacity Assessment every three years, with the first assessment required by December 2017;
- Setting minimum targets for housing in regional policy statements and district plans by December 2018; and
- Preparing a Future Development Strategy to demonstrate sufficient, feasible development capacity in the medium and long term. This strategy is required within a year of the adoption of the Housing and Business Development Capacity Assessment, with the first strategy required by December 2018.

It has been agreed that the scope of the NPS-UDC will be limited to the Urban Development Strategy area (Greater Christchurch). A key aspect to delivering the outcomes sought by the NPS UDC will be working collaboratively with the Great Christchurch Partnership on a revised urban settlement plan and updated growth modelling.

#### **4.7 Resource Legislation Amendment Act**

The Resource Legislation Amendment Act received Royal Assent on the 18<sup>th</sup> April 2017 and incorporates a wide range of changes not only to the RMA 1991 but other pieces of legislation including, the Reserves Act, Public Works Act and Conservation Act. Changes relevant to the Strategy and Policy team include the introduction of National Planning Standards new collaborative and streamlined planning processes, limited notified process for plan changes, changes around Maori participation, and appeals, and National Direction including the NPS UDC.

#### **4.8 Land Use Recovery Plan**

The Canterbury Earthquake Recovery Authority, which has now been disestablished, prepared the Land Use Recovery Plan (LURP) to provide for the recovery process in the Greater Christchurch Area. The Plan provided the framework to rebuild communities, develop new communities, meet the land use needs for commercial and industrial developments, and to take account of natural hazards and environmental constraints that may affect the rebuild and recovery of the area.

The LURP included 50 interconnected actions to achieve these aims, and includes directions to Councils to make changes to their District Plans to progress the recovery. The intention of the actions was to provide certainty for the community, land owners, infrastructure providers and others about where new housing and business development will be located and how commercial centres and damaged areas should be redeveloped.

The Selwyn District Council has met and delivered the Actions that related to the district. Although there is no more direct response required to the LURP it is still a relevant planning document as it is still an identified recovery document under the Greater Christchurch Regeneration Act 2016 until this Act is repealed 30 June 2021. Council decisions cannot be inconsistent with the LURP. This means careful consideration of the LURP is still required in making decisions, particularly in relation to the areas of the district directly impacted by Councils response to the LURP actions, and through the development of the second generation Selwyn District Plan.

#### **4.9 Selwyn 2031 – District Development Strategy implementation**

The Council adopted Selwyn 2031 in November 2014 This strategy applies to the whole of the district and will be a guiding document for the future development of Selwyn District. The vision of Selwyn 2031 is:

“To grow and consolidate Selwyn District as one of the most liveable, attractive and prosperous places in New Zealand for residents, businesses and visitors.”

The development and implementation of Area Plans for Malvern and Ellesmere wards (a key action of Selwyn 2031) was a significant activity for the Strategy and Policy Planning Team through 2015 and 2016.

#### **4.10 Ellesmere and Malvern Area Plan Implementation**

The primary purpose of the Area Plans is to provide high-level planning direction to guide the growth and sustainable management of each township in the Ellesmere and Malvern areas through to the year 2031. All of the Selwyn District is located within the takiwa of Ngai Tahu and their ancestors who have held mana whenua over these areas for many generations.

The Ellesmere and Malvern Area Plans is a key strategy for the council that identifies initiatives to assist in the delivery of the Selwyn 2031: District Development Strategy (Selwyn 2031) vision.

The Area Plans identify a broad range of implementation steps to deliver social, economic, cultural and environmental outcomes for each township. These steps range from investigations into the appropriateness of resource management regulatory controls as part of the DPR or town centre studies, through to the establishment of forums to determine, for example, how to incorporate Ngai Tahu values and interests in local government decision-making, how best to manage natural hazards, and how to ensure townships and settlements have access to educational, health, and employment opportunities, services and facilities which meet their needs, including the needs of mana whenua.

#### **4.11 Implementation of National Direction, including NPSs and NESs**

The current government has been busy setting, or proposing to set, national direction across a number of issues ranging from providing for growth to the content of district plans to the storage of tyres. These have been rolled out for consideration, discussion and implementation through a number of mechanisms (e.g. productivity commission reports, discussion documents, NPS's and NES's). There is a need for Council to respond as and when required in one way or another to these, which will have cost and time implications for the Strategy and Policy Activity.

#### **4.12 National Planning Standards**

The recently enacted Resource Legislation Amendment Act 2017 (RLAA) introduces national direction in the form of National Planning Standards which all Councils across the country will need to address in their Regional and District Plans. The first National Planning Standard is being developed by the Ministry for the Environment and is to be gazetted in April 2019.

Council Planning staff are currently working with MfE staff to align as much as possible the planning framework of the new Selwyn District Plan with the direction that the National Planning Standards may take to ultimately reduce the scope for any changes required to align the new Plan to the standards, and in order to reduce the subsequent time, cost and resources to undertake that work. This is an on-going conversation with MfE staff to align the new Plan with the standards as much as possible.



#### **4.13 Staff retention and development**

In recent years the strategy and policy area has been relatively stable in terms of staff turnover. However, there is a general shortage of planners in the current market with a number of Councils and private companies seeking planning staff. Retaining staff is always a challenge and is assisted by the provision of varied and interesting work and opportunities for personal and career development. Any shortfall in resourcing will be provided by engaging contractors where necessary. There are a number of contractors who have been assisting council through the District Plan Review and other strategic projects.

## **5.0 RATEPAYER AND CUSTOMER EXPECTATIONS OF THE ACTIVITY**

### **5.1 Feedback on customer expectations**

Feedback on customer expectations is obtained through:

- A biannual community survey;
- A biannual general council survey;
- Customer forums;
- Public enquires and complaints;
- Submissions through the Council's Long Term Plan/Annual Plan process.

### **5.2 Summary of customer expectations**

Customers expectations can be summarised as follows:

- Growth planned for in a strategic manner;
- A District Plan which protects the environment whilst allowing for appropriate development;
- Value for money when seeking designations and private plan changes;
- Services delivered in a timely manner;
- Consistency in planning advice;
- Easily understandable printed information and information available on the Council's website;
- To deal with helpful, knowledgeable staff; and
- Good communication.

## **6.0 HOW WELL THE ACTIVITY IS MEETING CUSTOMER EXPECTATIONS AND LEGISLATIVE REQUIREMENTS**

The Resource Management Act requires that the Council keeps the District Plan up to date and free of errors. The Act also requires the District Plan be reviewed at least every 10 years. The Council is currently undertaking a full review of its District Plan.

Over the past 4 years, the Council has reviewed many parts of the District Plan including strategic growth of townships, transportation, and business development. The District Plan is an evolving document that is continuously updated to reflect the wishes of the community, enabling appropriate development whilst protecting the environment.

Currently the Council is undertaking functions of this Activity in accordance with the RMA timeframes. All privately initiated plan change requests and Council led plan changes are processed within 2 years of notification.

Positive feedback is being received on the helpfulness of staff and staff knowledge. Customer care has been a real focus for staff and internal and external training opportunities are provided for up-skilling.

Suggestions from Customers have led to significant changes to the Council's Planning website which has increased its usage by customers and satisfaction levels. A biannual magazine "Selwyn Talk" continues to be produced to keep stakeholders apprised of new initiatives, changes to legislation and provide advice and feedback on issues raised. In conjunction with the Selwyn Talk magazine, open forums have been hosted by the Planning team on topical matters. These forums have been well received by the industry with positive feedback provided after each forum.

## 7.0 DEMAND FOR SERVICES

Factors affecting the demand for this activity are:

- The general economic climate including employment opportunities and the cost of capital
- The availability of zoned, serviced land in the District
- The availability of zoned and serviced land in Christchurch City and Waimakariri District.
- Provision of good community services.
- Provision of viable town centres in the District's townships including attractive public spaces.
- Residents looking to relocate from areas within neighbouring authorities because of earthquake damage.
- Kiwisaver first home buyers incentive packages
- Influencing factors which are contributing to the current high level of growth in Selwyn are the cost of sections, good stable ground and relatively easy access to and from Christchurch particularly when compared with commuting from north of the City. This is set to improve further with the construction of the southern motorway now underway.
- Employment opportunities in the District

The above factors influence the number of sections that will be taken up in the District and the Councils on-going monitoring of land supply will ensure there remains sufficiently zoned and serviced areas for residential and business development.

The District Plan Review will consider growth demand and land supply to continue to ensure that the District Plan is well aligned to the Council's Long Term Plan. In turn, the District Plan will become more consistent with the needs and aspirations of the community and be better able to keep pace with growth in a strategic way.

This increased economic activity is strongly influenced by earthquake related relocations to the "good ground" of the District post 2010 and the availability of a plentiful supply of zoned and serviced residential greenfield land, and more recently by Kiwisaver incentives for first home owners given the relatively low land costs in comparison to Christchurch City.

As well as the residential growth, both commercial and industrial growth forecast for the next 3 years will place a high demand on the service as facilities are constructed to meet the demands of a growing population; such facilities include:

- A number of educational facilities including new and extended schools
- Combined education/research facilities
- A retail mega centre in Rolleston
- Industrial Port development in Rolleston given its proximity to a strategic transport route
- New community halls and sporting facilities



## **8.0 SERVICE DELIVERY / LEVELS OF SERVICE**

This Activity will continue to lead the development and implementation of a strategic direction for the Selwyn District.

The Council has a dedicated Strategy & Policy team including a Planning Manager and a Strategy & Policy Team Leader supported by eight staff including a Senior Strategy & Policy Planner, Strategy & Policy Planners, Senior Urban Designer/Planner, a District Plan Administrator, and a Biodiversity Coordinator. This team is responsible for the on-going development of the District Plan as well as strategic planning, urban design advice, environmental education and biodiversity.

**Table 3-1:** Proposed Level of Service and Targets

OBJECTIVE	CURRENT SERVICE	PLANNED SERVICE	INDICATIVE SERVICE	PERFORMANCE MEASURE	CURRENT MEASURE	2018/19	2019/20	2020/21	2022-28
Planning and providing for the sustainable management, development and protection of natural and physical resources of the District as required by Section 5 of the Resource Management Act 1991 and to develop, amend, and review the Selwyn District Plan to reflect the strategic direction, and meet statutory requirements.	A programme of Council plan changes to enhance the District Plan is prepared and approved by the Council each year as and when required.			The District Plan is up to date and in line with legislative requirements, including a reviewing provisions every 10 years.	100%	100%	100%	100%	100%
				Plan Changes are completed and made operative within 2 years of notification. NCS database updated and closed out.	100%	100%	100%	100%	100%
	Private plan changes processed within statutory time frames.			Private plan changes have a decision made on them within 2 years of	100%	100%	100%	100%	100%

OBJECTIVE	CURRENT SERVICE	PLANNED SERVICE	INDICATIVE SERVICE	PERFORMANCE MEASURE	CURRENT MEASURE	2018/19	2019/20	2020/21	2022-28
				notification. NCS database updated and closed out.					
	Notices of requirement (Designations) are processed within statutory time frames.			Applications for new designations or amendments to existing designations are processed within statutory timeframes	100%	100%	100%	100%	100%
Engaging with local communities, developers and other interested parties to develop a strategic direction.	Strategy & Policy Work Programme is prepared and approved by the Council each year.			A suggested work programme is included on the Council agenda once a year (Annual Plan process). The Council decides which projects are advanced from the work	Achieved	Achieved	Achieved	Achieved	Achieved

OBJECTIVE	CURRENT SERVICE	PLANNED SERVICE	INDICATIVE SERVICE	PERFORMANCE MEASURE	CURRENT MEASURE	2018/19	2019/20	2020/21	2022-28
				programme per year					



## **9.0 FUNDING THE ACTIVITY**

This activity is largely public good with some scope for user charges in relation to the processing of private plan change requests, notices of requirement and sales of the District Plan and other strategic documents.

The cost of this activity is proposed to be funded on the basis of a high (80 – 100%) contribution from general rates, however the net cost of this activity will be offset by income received from private plan changes, designation requests and sales of District Plans / strategic documents.

## **10.0 SIGNIFICANT NEGATIVE EFFECTS**

There are not considered to be any significant negative effects from the activity. Policy is well researched and is subject to the consultative processes under both the Local Government and/or Resource Management Acts before becoming operative. There may be negative effects if Council struggles to make operative its strategic approach to growth management which may result in ad-hoc applications for private plan changes and uncoordinated development.

## **11.0 ASSUMPTIONS, UNCERTAINTIES AND RISK MANAGEMENT**

There are a number of uncertainties when it comes to documenting and budgeting for this Activity over the next three years. These include uncertainty as to:

- changes to the RMA and other legislation which may require the Council to undertake unforeseen plan changes (e.g. NPS UDC, RLAA, National Planning Standards);
- variations in the rates of growth forecast in the Selwyn Growth Model. The adopted model is very conservative in its approach and any increase in growth may impact on this Activity;
- District Plan Review processes including but not limited to baseline information gathering, public consultations, hearings and appeal processes.

Such uncertainties are likely to have an effect on the financial estimates provided. However, it is not considered that there will be any significant diversion from the estimates provided with the next three years.

Such uncertainties mean that a number of assumptions need to be made as follows:

- that Council will continue to be involved in the development and review of the District Plan;
- that the District Plan will be continually updated to keep pace with the changing legislative environment, to come into line with the Council's strategic documents, and the community's aspirations;
- that there is a likelihood that the District Plan Review and work to include the response to the NPS UDC and National Planning Standards could extend the budget;
- that there is a risk of unforeseen plan changes extending the budget;
- that the public could have difficulty understanding and interpreting the District Plan; and
- that Council planning staff will need to remain abreast of legislative changes.

## **12.0 STRATEGY AND POLICY FUTURE PROJECTS – DRAFT WORK PROGRAMME**

- District Plan Review
- Response to NPS-UDC
- Heritage Protection Fund / Heritage Consents Fund / Heritage Advisor
- Natural Environment Fund
- Iwi Liaison
- UDS Governance
- Selwyn 2031 Implementation and review
- Supporting the Ellesmere and Malvern Area Plans Implementation and Review
- Supporting the Lincoln Town Centre Plan Implementation
- Biodiversity coordination, advice and education
- Rural Residential Strategy Review
- Rolleston, Lincoln and Prebbleton Structure Plan reviews

## 13.0 FINANCIALS

		LTP Budget 2018/2019	LTP Budget 2019/2020	LTP Budget 2020/2021	LTP Budget 2021/2022	LTP Budget 2022/2023	LTP Budget 2023/2024	LTP Budget 2024/2025	LTP Budget 2025/2026	LTP Budget 2026/2027	LTP Budget 2027/2028
RESOURCE POLICY UNIT	Detail										
<b>Income</b>											
3031 162	General Receipts	500	500	500	500	500	500	500	500	500	500
3031 269 01	Private Plan Changes	40,000	10,000	10,000	10,000	10,000	10,000	50,000	50,000	50,000	50,000
3031 269 03	Designation Requests	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
3031 269 04	Consultants Fees Chargeable	100,000	50,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000
3031 270 02	DOC/Fonterra Grant Off set B	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	<b>Total Income</b>	155,500	75,500	75,500	75,500	75,500	75,500	165,500	165,500	165,500	165,500
<b>Expenditure</b>											
3031 301	ACC Levy	5,627	5,740	5,855	5,972	6,091	6,213	6,337	6,464	6,593	6,725
3031 302	Accommodation	14,309	14,709	15,136	15,590	16,089	16,604	17,185	0	0	0
3031 320	Advertising	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
3031 395	Conference/Training & Travel	32,351	33,222	34,047	34,733	35,424	36,134	36,855	37,590	38,349	39,118
3031 410	Consultants Fees-Chargeable	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
3031 410 07	Consultants Fees - Pvt Plan	106,502	106,502	106,502	106,502	106,502	106,502	106,502	106,502	106,502	106,502
3031 411	Consultants Fees - Non Charg	5,858	5,858	5,858	5,858	5,858	5,858	5,858	5,858	5,858	5,858
3031 502	General Expenses	6,155	6,155	6,155	6,155	6,155	6,155	6,155	6,155	6,155	6,155
3031 565	Legal Fees & Policy Advice	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
3031 647	Office Equipment Purchases	600	600	600	600	600	600	600	600	600	600
3031 668	Printing	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
3031 689	Publications	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
3031 765 000	Cost of Staff Employed	1,125,443	1,147,952	1,170,911	1,194,329	1,218,215	1,242,580	1,267,431	1,292,780	1,318,636	1,345,008
3031 825	Telephone	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790
3031 860	Vehicle Expenses	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	<b>Total Expenditure</b>	1,378,235	1,402,128	1,426,454	1,451,129	1,476,324	1,502,036	1,528,313	1,537,339	1,564,083	1,591,356

		LTP Budget 2018/2019	LTP Budget 2019/2020	LTP Budget 2020/2021	LTP Budget 2021/2022	LTP Budget 2022/2023	LTP Budget 2023/2024	LTP Budget 2024/2025	LTP Budget 2025/2026	LTP Budget 2026/2027	LTP Budget 2027/2028
<b>Support</b>											
3031 890 0544	Support Charges-HR	36,451	37,102	37,802	38,475	39,161	39,862	40,579	40,755	41,481	42,222
3031 890 0600	Support Charges-ADMIN	24,397	24,742	25,267	25,649	26,050	26,472	26,920	23,027	23,278	23,541
3031 890 0666	Support Charges-ADMIN	3,113	3,251	3,392	3,535	3,681	3,829	3,946	4,135	4,293	4,453
3031 890 1007	Support Charges-REPORTING	13,617	13,580	13,548	14,302	14,368	14,250	15,058	14,974	14,866	15,685
3031 890 1008	Support Charges-REVENUE	29,224	29,495	29,942	30,605	31,005	31,413	32,103	31,614	32,017	32,430
3031 890 1009	Support Charges-IT	95,906	97,424	102,000	103,601	105,225	106,870	108,543	107,153	108,760	110,386
3031 890 1012	Support Charges-RECORDS	21,603	22,007	22,511	22,928	23,354	23,788	24,230	24,571	25,027	25,640
3031 890 3770	Support Charges-ASSET MGR	13,840	13,697	13,956	14,235	14,481	14,723	15,020	14,995	15,244	15,534
3031 890 3771	Support Charges-ASSET STRGY	11,100	11,299	11,522	11,725	11,890	12,145	12,362	12,311	12,526	12,747
3031 890 3772	Support Charges-ASSET DLVRY	57,967	58,970	60,378	61,639	62,928	64,243	65,588	65,330	66,669	68,041
	<b>Total Support</b>	<b>307,218</b>	<b>311,567</b>	<b>320,318</b>	<b>326,694</b>	<b>332,143</b>	<b>337,595</b>	<b>344,349</b>	<b>338,865</b>	<b>344,161</b>	<b>350,679</b>
<b>Projects</b>											
3031 058	Total Future Projects	2,300,000	1,000,000	2,800,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
	Total Projects	2,300,000	1,000,000	2,800,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
	Operating Surplus/(Deficit)	-3,829,953	-2,638,195	-4,471,272	-2,902,323	-2,932,967	-2,964,131	-2,907,162	-2,910,704	-2,942,744	-2,976,535
	<b>Closing balance</b>	<b>-3,829,953</b>	<b>-2,638,195</b>	<b>-4,471,272</b>	<b>-2,902,323</b>	<b>-2,932,967</b>	<b>-2,964,131</b>	<b>-2,907,162</b>	<b>-2,910,704</b>	<b>-2,942,744</b>	<b>-2,976,535</b>



## **14.0 CONCLUSION**

The Council will undertake its Strategy and Policy activities in accordance with its legal obligations and in a manner that ensures community outcomes are achieved.