TIMARU DISTRICT COUNCIL
Te Kaunihera ā-Rohe o Te Tihi o Maru

Climate Change

Activity Management Plan

2027-37

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Part 1: Strategic Management

About this Activity

What does it deliver to our community?

The Climate Change Unit delivers technical advice and strategic guidance and recommendations to support Timaru District Council's response to climate change across its operations and infrastructure.

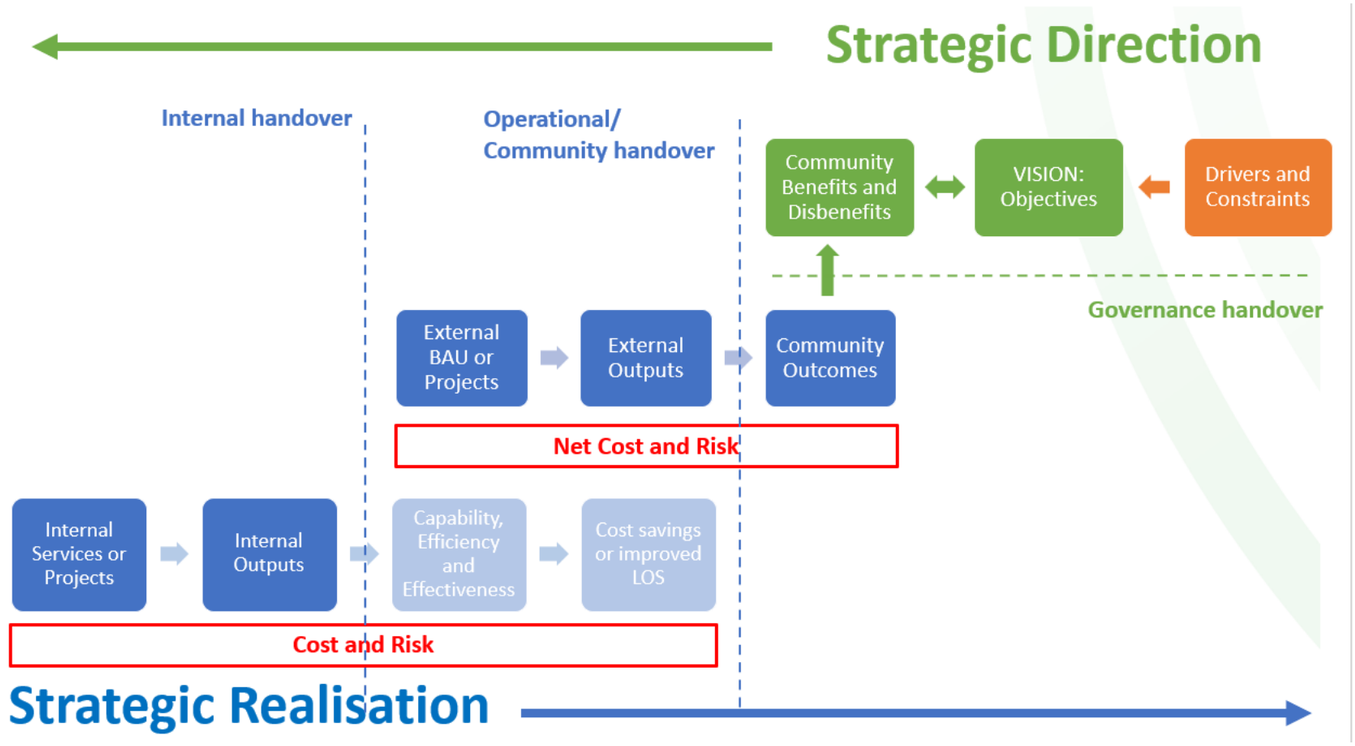
The activity focuses on:

- Measuring and reporting organisational greenhouse gas emissions
- Embedding climate considerations into Council decision-making
- Supporting emissions reduction and adaptation initiatives across business units via technical advice and recommendations
- Engagement in regional climate initiatives and partnerships

The Climate Change Unit does not directly deliver infrastructure or operational projects (e.g. fleet procurement, asset renewals) but plays a key role in influencing these outcomes through analysis, technical advice, and strategic guidance.

This activity supports Council to make informed, cost-effective decisions that reduce emissions, manage climate-related risks, and improve long-term resilience of services and assets.

Strategic Alignment



NB: Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business unit*

Climate Change BAU Activities: Strategic Alignment Map

Activities	Outputs	Outcomes	Benefits	Strategic Priorities	Drivers
Maintain and continually improve the organisational greenhouse gas inventory including audit readiness and verification	Annual greenhouse gas inventory report with verified emissions dataset, auditable documentation	Clear visibility of emissions sources, trends, and key drivers across Council operations	Enables prioritisation of cost-effective emissions reduction actions and supports compliance with reporting and audit expectations	Climate mitigation	Legislative expectations
Maintain and improve emissions data quality and methodology	Updated emissions calculation methodologies, revised datasets	Increased accuracy, consistency, and transparency of emissions reporting	Improves confidence in data used for decision-making and target setting	Financial sustainability	Audit requirements
Develop and maintain climate-related policies and frameworks (including Climate Policy and Screening Criteria)	Adopted policy documents, climate screening framework, updated reporting templates	Climate considerations systematically incorporated into Council decision-making processes	Supports more resilient and cost-effective long-term planning and investment decisions	Good governance	LTP planning
Provide climate advice and reporting to Council and/or SLT	Formal reports, briefings, technical advice, input into decision-making processes	Increased awareness of climate risks and emissions impacts in governance and operational decisions	Enables more informed, risk-aware, and financially prudent decisions	Risk management and resilience	Continuous improvement
Involvement in regional climate initiatives and partnerships (e.g. Canterbury Climate Partnership Plan)	Participation in regional working groups, shared and coordinated inputs	Alignment with regional approaches and shared understanding of climate risks and responses	Improved efficiency, consistency and collaboration across Councils in climate response	Evidence-based planning and transparency	Policy review cycles
Monitor and report on progress on climate-related activities – CCMAP	Progress reports, status updates, reporting dashboards	Improved visibility of progress, gaps, delivery risks	Supports accountability and informs future investment decisions	Regional local government collaboration	Auditor-General guidance
				Organisational performance	Elected members requiring updates
					Mandatory reporting cycles
					Mayoral Forum and Chief Executives Forum
					Central Government devolving decision-making to local government
					Governance expectations
					Net Zero 2050 target

Climate Change Projects: Strategic Alignment Map

Projects	Outputs	Outcomes	Benefits	Strategic Priorities	Drivers
Develop and implement climate change considerations and screening criteria in Council reports	Climate Screening tool embedded into Council reporting templates and project guidance materials	Climate risks and emissions impact always considered in decision-making	Improved long-term investment decisions and reduced exposure to climate-related risks and costs	Risk reduction	Need to embed climate considerations into BAU decision-making
Review and update Climate Change Mitigation and Adaptation Priorities (CCMAP) document	Updated CCMAP aligned with current priorities and LTP cycle	Clear and prioritised direction for climate-related activities across Council	Strengthened alignment between climate priorities and Council planning and investment decisions	Sustainability	LTP 2027 preparation
				Climate response	Governance expectations
Develop Climate Change Activity Management Plan (AMP)	Completed AMP aligned with PMO requirements	Clear structure for delivery, roles and accountability of climate-related work	Strengthens programme management, supports funding discussions, and audit readiness	Organisational performance	PMO requirements

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraints	**What are the implications?**	**How is this being managed?**
Limited direct control over emissions reduction activities as delivery sits with other units	Climate Change unit cannot implement emissions reduction or adaptation projects.	Clear definition of role should be in AMP's, ongoing engagement with business units, provide advice and guidance.
Data limitations, particularly for indirect emissions (e.g. contractor and supplier activities)	Reduces accuracy of emissions inventory and ability to target reduction opportunities	Progressive improvement of data collection methods; engagement with suppliers; refinement of methodology over time, process improvements with Procurement Lead.
Dependencies	**What are the implications?**	**How is this being managed?**
Other Council business units (e.g. Transport, Property, Waste, Infrastructure)	Delivery of emissions reduction and adaptation actions depends on their priorities, budgets, and operational decisions	Ongoing collaboration; integration of climate advice into business cases and planning processes; internal relationship management.
Central Government policy and funding mechanisms	Climate policy direction, funding tools, and regulatory requirements may change over time	Monitoring and responding to policy changes; positioning Council to access funding where available.
Assumptions	**What are the implications?**	**How is this being managed?**
Climate-related risks (e.g. flooding, coastal erosion) will increase over time	Greater pressure on our infrastructure networks, and vulnerability to community.	Incorporation of climate considerations into planning and decision-making; support for adaptation planning.
Energy costs and carbon-related costs (e.g. fuel, ETS) will increase over time	Increased operating costs for Council services and infrastructure	Identification and support of energy efficiency and emissions reduction opportunities (investing in solar, and electric vehicles)

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

Group/Organisation	Nature of relationship
Council Business Units (Transport, Recreational Facilities, Property, Waste, Infrastructure, Planning)	Primary internal stakeholders responsible for delivery of emissions reduction and adaptation actions. The Climate Change Unit provides technical advice, analysis, guidance and support to inform decision-making and business cases.
Elected Members (Council / Committees)	Governance and decision-making role. Receives reports, sets direction through LTP and policy decisions, and approves funding for climate-related initiatives.
Te Rūnanga o Arowhenua	Papatipu Rūnanga - Engagement and consultation
Neighbouring District Councils, Environment Canterbury, Mayoral Forum	Liaison and collaboration, shared research
Venture Timaru, TDHL (CCOs)	Advise CCO/CCTO's on carbon inventory. Included in our reporting of annual carbon inventory.
General Public	Engagement, consultation, and information provision

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2027/34	
Annual greenhouse gas inventory completed and reported	Maintain an accurate and auditable organisational greenhouse gas inventory	T	100%	100%	100%	100%	100%	Annual inventory report completed and presented to Council (via Toitū e-Manage)
Timeliness of inventory reporting (months after financial year end)	Maintain an accurate and auditable organisational greenhouse gas inventory	T	<6 months	<8 months	<6 months	<6 months	<6 months	Date of finalised inventory report presented to Standing Committee vs financial year end
Completion and adoption of Climate Mitigation and Adaptation Priorities (CCMAP) updates	Monitor and report on climate priorities	T	Completed as scheduled	Initial CCMAP in place	CCMAP update adopted	CCMAP reviewed	CCMAP Updated per LTP cycle	Council reporting and resolution records.
Progress reporting on climate priorities	Monitor and report on climate priorities	C	Annual reporting	Annual Report	Annual reporting	Annual Reporting	Annual reporting	Internal reporting and Council reports.

Levels of service are measurable qualities or attributes of an activity that relate to the way people use the experience or service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(Note for any changes that the Investment Summary in Part 7 must be completed for <u>EACH</u> proposed change)

What changes are being proposed for this activity for the LTP 2027-37 (cf LTP 2024-34 LTP)?

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Identification and reduction of Council's corporate carbon emissions (including baseline inventory and emissions reduction targets)	Amended (emissions reduction targets only)	Stop	Previously combined emissions measurement, target setting, and delivery of emissions reductions into a single Level of Service. Given Local Government Head Start reforms, pausing the development of emission reduction target setting is proposed.	Yes – With Elected Members.	Yes – A paper outlining the preferred approach for Council was endorsed on July 21st 2026.
Development and implementation of Climate Action Plan (net zero pathway, including % reduction targets)	Amended (development and implementation of reduction targets)	Stop	Previous LoS included delivery of emissions reductions (e.g. annual % reductions), which are not solely within the control of the Climate Change Unit. Given Local Government Head Start reforms, pausing the development of emission reduction target setting is proposed.	Yes – With Elected Members	Yes, As above, a paper has been prepared outlining the preferred approach for Council was endorsed on July 21st 2026.
Organisational greenhouse gas inventory (baseline emissions and external verification)	New (refined from existing)	Change (higher)	Previously included as part of a broader LoS. Now established as a standalone Level of Service recognising its importance as a core, ongoing function supporting reporting, audit, and decision-making	No consultation required. Reflects existing practice and strengthens accountability.	No
Climate action initiatives with key partners are delivered to help lead and advocate climate mitigation in the community	Amended	Change (lower)	Previous LoS focused on delivery of initiatives and events. Revised LoS reflects the Climate Change Unit's role in providing technical advice, strategic guidance to support initiatives rather than direct delivery of initiatives	No change to service level. Aligns with current operational role.	No
Climate screening and integration into decision-making processes.	New	Start	New LoS introduced to formalise the integration of climate considerations into Council reporting, planning, and investment decisions.	Proposal sent to GM Regulatory, Development and Growth, and others.	Yes – A Memo was prepared for SLT consideration, and supported in July 2026. Implementation in progress.
Monitoring and reporting on climate priorities (CCMAP)	New	Start	Establishes monitoring and reporting of climate-related priorities and improving transparency and governance oversight	No consultation required.	No

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?

The Climate Change Activity is delivered by the Climate Change Unit, currently resourced by a single full-time equivalent (FTE) and with one full-time equivalent vacancy. The Unit provides technical advice, strategic guidance, and research to support climate mitigation and adaptation across Council operations.

The Unit operates as an enabling and advisory function, working across multiple business units rather than directly delivering operational or infrastructure projects. Responsibility for implementation of emissions reduction and adaptation initiatives sits with the relevant asset-owning and operational teams.

The Climate Change Unit is responsible for:

- Maintaining the annual organisational greenhouse gas inventory
- Developing and maintaining climate-related policies, frameworks, and tools
- Providing climate advice to business units, Executive Leadership Team (ELT), and Council
- Supporting development of business cases and investment decisions
- Monitoring and reporting on climate-related priorities (e.g. CCMAP)
- Participation in regional climate initiatives and partnerships

Performance of the activity is monitored through:

- Annual greenhouse gas inventory reporting
- Progress reporting on climate priorities (CCMAP)
- Reporting to SLT and Council through formal reporting cycles

- Development and tracking of performance measures and KPIs

Evaluation of the activity is ongoing and focuses on:

- Quality and timeliness of reporting
- Integration of climate considerations into decision-making
- Uptake of advice across business units

Delegations:

Decision-making authority for climate-related investment and operational decisions remains with SLT and Council through established governance processes. The Climate Change Unit provides advice and technical input to support these decisions but does not hold direct financial or delivery delegations.

Capitalisation of Officer Time:

The Climate Change Unit's work is primarily operational (Opex) in nature. Officer time may be capitalised to projects where:

- the work directly contributes to the development or delivery of a capital project

This may include:

- support the development of business cases
- technical input into capital project design
- project-specific analysis

The majority of the Unit's work is not capitalised due to its strategic and advisory nature.

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
Land Transport	Fleet management	Research and technical advice for fleet transition and emissions reduction	One-to-one engagement as required, input into business cases.	Climate Change Advisor	Transport Manager Fleet Admin
	Roading projects	Consideration of emissions and climate impacts in project planning	Engagement during project scoping, input into project briefs via PMO process	Climate Change Advisor	Transport Manager, Project Managers
Property and Recreational Facilities	Building operations	Identify energy efficiency opportunities	Data sharing, technical advice,	Climate Change Advisor	Property Team Lead Rec. Facilities Manager
	Capital upgrades/renewals	Guidance and advice of low-emissions options e.g. heating systems, solar	Input into project scoping and business cases	Climate Change Advisor	Property Projects Officer
	Recreational Facilities (pools)	High energy use assets identified for improvement	Engagement during energy audits and planning processes	Climate Change Advisor	Rec. Facilities Manager

Waste Management	Landfill Operations	Emissions reporting	Data sharing, input into inventory	Climate Change Advisor	Waste Assets Technician
	Waste strategy, consents, planning	Alignment with emissions reduction objectives	Input into strategy, consenting, technical advice	Climate Change Advisor	Waste Manager
Drainage and Water	Asset management planning, stormwater drainage, capital projects	Integration of climate risk into asset planning	Input into AMP process, risk assessments, project briefs	Climate Change Advisor	Drainage and Water Manager Stormwater Team Lead
Planning	Proposed District Plan	Climate risk and land-use considerations	Input into policy, advice, engagement	Climate Change Advisor	Planning Team Lead
Finance, Corporate and Procurement	LTP/Annual Plan	Alignment of climate priorities with funding decisions	Input into planning cycles	Climate Change Advisor	CFO, Procurement Lead, Projects Accountant
	Supplier and Contractor procurement	Integration of climate considerations into procurement processes	Advice of criteria, engagement on major tenders	Climate Change Advisor	Procurement Lead
Senior Leadership Team	Strategic Planning	Climate input into organisational priorities	Formal reporting, briefings, workshops	Climate Change Advisor	Senior Leadership Team

Systems Management

What different management systems are used for this activity?

The Climate Change Activity is supported by a combination of corporate systems, specialist software, and internal reporting tools that enable emissions measurement, reporting, and integration into Council decision-making.

These systems support the collection, management, analysis, and reporting of climate-related data, as well as the coordination of workflows across the organisation.

System	Purpose / Use	Application to Activity
Toitū eManage	Greenhouse gas inventory management system	Primary tool for compiling, managing, and reporting Council's organisational emissions inventory in line with ISO 14064-1
Council procurement software - Esker	Financial and expenditure data	Provides expenditure data used for estimating emissions (particularly contractor and supplier-related emissions)
InfoCouncil	Governance and reporting system	Used to prepare and present reports to Council and committees, including climate-related reporting
Content Manager (records system)	Document and records management	Stores reports, inventory documentation, audit records, and supporting evidence
Microsoft Excel	Data analysis and storage	Used for emissions data inputting, analysis, and internal data management
Email / Microsoft Teams	Internal communication and coordination	Facilitates engagement with business units, project discussions, and regional coordination
GIS systems (where applicable)	Spatial data and mapping	Supports understanding of climate risks and spatial impacts where required

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

The Climate Change Activity relies on a range of internal and external data sources to support emissions reporting, risk identification, and decision-making.

Key information sources include:

- Organisational greenhouse gas inventory (Toitū eManage)
- Financial and procurement data
- Energy, fuel, and waste data from business units
- Infrastructure and asset information
- Climate risk and hazard data (external sources)
- Council planning documents (e.g. LTP, Infrastructure Strategy, CCMAP)

Information is:

- Collected annually through the emissions inventory process and engagement with business units
- Monitored through reporting cycles and periodic updates
- Used to inform reporting, policy development, and decision-making
- Maintained through ongoing refinement of data and methodologies
- Stored in Toitū eManage, CM9, financial systems, and internal datasets

Commercial Management

What are the key considerations for procurement and contract management in this activity?

The Climate Change Unit does not primarily procure or manage contracts but supports procurement processes by providing advice on emissions impacts and climate considerations.

Where procurement by the Climate Change Unit is required, this is in accordance with Council's Procurement and Contracts Policy. The Climate Change Unit contributes by:

- Supporting business cases through technical advice and guidance
- Providing emissions-related input into procurement decisions where required
- Advising on lifecycle and emissions considerations where required

What are the key estimation and forecasting tools/methodologies relevant to this activity?

The Climate Change Activity primarily comprises operational (Opex) work, with costs largely associated with internal staff resourcing. Budgeting and forecasting for BAU activities are based on:

- Historical expenditure and known reporting requirements (e.g. emissions inventory, policy development)
- Anticipated workload associated with governance cycles (e.g. LTP, reporting, strategy updates)
- Internal resourcing requirements for delivery of core functions

For Climate Change Unit-led projects (e.g. development of carbon inventory, frameworks, and the AMP), cost estimates are developed using:

- Internal staff time and effort estimates
- Comparison with similar work programmes
- External proposals or specialist advice where required

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

The Climate Change Activity ensures effective communication and engagement through structured reporting, targeted engagement, and alignment with Council governance processes.

Governance Engagement

Communication with governance is primarily achieved through formal reporting and decision-making processes to ensure climate information is provided in a timely and consistent manner, and opportunities and implications are highlighted. This is achieved through:

- Council and committee reports (via InfoCouncil report templates)
- Briefings to the Senior Leadership Team (SLT) where required

Internal Engagement

Effective engagement with business units to ensure climate considerations are embedded, considered and aligned with operational priorities is achieved through:

- Early involvement in project scoping and planning processes
- One-to-one engagement with key teams
- Participation in relevant meetings and working groups

External and Community Engagement

External engagement includes:

- Participation in regional initiatives (e.g. Canterbury Climate Partnership)
- Attendance at community events to share climate change information.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

The Climate Change Activity does not directly own or manage physical infrastructure assets. The activity is primarily strategic and advisory in nature, supporting other Council business units that are responsible for asset ownership, operation, and renewal.

The Climate Change Unit utilises a range of corporate and operational assets to deliver its functions, including:

- Information systems (e.g. Toitū eManage, CM9, InfoCouncil)
- Corporate ICT systems (e.g. Microsoft Office, SharePoint, Teams)
- Office workspace and standard equipment

Asset Management Plan (if relevant)

The Climate Change Activity does not have a standalone Asset Management Plan, as it does not own or manage physical assets.

Climate-related considerations are expected to be integrated into the Asset Management Plans of relevant business units (e.g. infrastructure, transport, property), supported by input from the Climate Change Unit.

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

The Climate Change Activity is primarily operational (Opex) in nature, with costs largely associated with internal staff resourcing and limited external expenditure.

Key cost components include:

- Staff time (Climate Change Unit)
- Emissions inventory management and verification (e.g. Toitū)
- Minor external advisory or specialist support (as required)

(Insert Magiq table here of whole budget summary)

Identify the changes to any financial line items and explain the rationale for this change.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects for this activity for the next ten years?

The Climate Change Activity does not have a dedicated capital expenditure programme, as it does not own or deliver physical assets. Any capital expenditure associated with climate-related initiatives (e.g. fleet transition, energy efficiency, infrastructure upgrades) is managed and funded through the relevant business units (e.g. Transport, Property, Infrastructure).

The Climate Change Unit contributes to capital planning by:

- Providing emissions data and analysis to inform investment decisions

- Provide technical advice and guidance to supporting business case development for capital projects
- Assisting in identifying lower-emissions or more resilient options
- Supporting integration of climate considerations into long-term planning

This ensures that climate considerations are incorporated into capital investment decisions without the Climate Change Unit directly holding capital budgets.

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

How much capital expenditure will be spent, on what asset, and what are the key capital projects beyond the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low	Low	Medium-High	Low

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type	Initial funding	Serviced and/or repaid by
• Renewal/replacement • Service improvement and other assets • growth	• n/a • n/a • n/a	• n/a • n/a • n/a

Rates	Borrowing	Financial Contributions	Grants and other funds
Low	Not Applicable	Not Applicable	Not Applicable

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages. These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low	Fees & Charges/Targeted (N/A)
Community	High	General rates/Grants & Other (High)
The Climate Change Activity is primarily funded through general rates, reflecting its role in supporting Council-wide decision-making and delivering benefits to the community. The activity does not provide a direct service to identifiable individuals or groups, and therefore user charges are not considered appropriate.		

Part 6: Risk and Opportunity Management

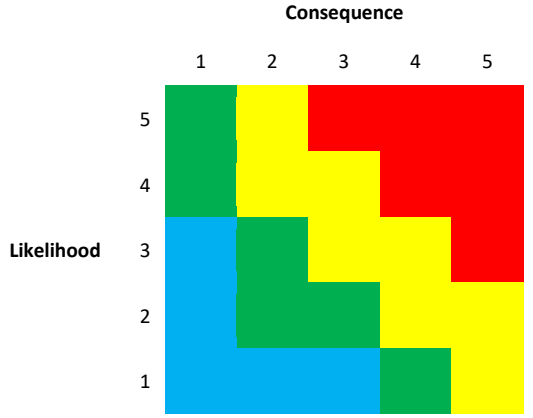
What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? Consider impacts on climate change/community wellbeing's in addition to the risk categories signalled below.

Description	Triggered by	Resulting in	Risk Level*		Controls and/or Mitigations and/or Exploitations	Residual Score
			Likelihood	Consequence		
Climate considerations not integrated into decision making	Lack of climate awareness and absence of structured process	Increased long-term costs, missed emission reduction opportunities	3	4	Development of climate screening framework, ongoing advice and engagement with business units, reporting to SLT and Council.	Medium
Incomplete emissions data	Data gaps from creditors, suppliers, own data	Reduced confidence in reporting outputs, inability to identify areas to focus emissions reduction	3	3	Annual inventory process via Toitū ensures continuous improvement opportunities and improvement of data quality and peer review.	Medium
Climate risks not adequately considered into asset planning	Limited integration of climate risks into AMP's and infrastructure planning	Increased exposure to climate hazards, service disruption and costs	3	4	Input into planning processes, support for risk assessment.	Medium
Over-reliance on Climate Change Unit for delivery of outcomes	Misunderstanding of roles and responsibilities across Council	Unrealistic expectations, delivery gaps, reputational risk	3	3	Clear definition of Climate Change Unit's role in Activity Management Plan.	Medium
Changes in National Policy or funding direction	Evolving Central Govt. direction on mitigation and adaptation	Uncertainty in planning, funding gaps, priorities	3	3	Ongoing monitoring of policy, alignment with national and regional frameworks.	Medium

What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these? Consider climate change and community wellbeing opportunities in addition to the categories signalled below.

Description	Triggered by	Resulting in	Risk Level*			Exploitations (activities to unlock)	Residual Score
			Likelihood	Consequence	Risk Score		
Improved decision making through integration of climate change consideration in Council reports	Implementation of screening framework and improved reporting	More cost-effecting and resilient investment decisions	4	4	High	Embed climate screening into reporting, ongoing engagement with business units, training and guidance	Medium
Identification of cost savings through emissions reduction opportunities	Improved emissions data and analysis	Reduced operational costs (energy, fuel)	4	3	High	Use inventory insights to inform business cases, support identification of “low-hanging fruit”	Medium
Access to external funding and financing opportunities	Alignment with national priorities and improved reporting capability	Increased ability to leverage funding (LGFA)	3	4	High	Maintain robust reporting, align projects with LGFA funding criteria, support business case development	Medium
Improved asset resilience and reduced long term costs	Integration of climate risk into planning and asset management	Reduced damage and service disruption over time	3	4	High	Support adaptation planning input into AMP’s, and infrastructure strategy.	Medium
Strengthened organisational capability and coordination	Increased integration of climate across business units	More consistent and efficient approach to climate-related work	4	3	High	Continual engagement, development of framework (CCMA, AMP) and alignment with PMO process	Medium

Risk Categories	*KEY (as per Risk Management Policy):
• Political • Environmental • Social • Reputational • Financial • Operational • Health & Safety • Legislative/Regulatory • Levels of Service	Likelihood 1 – rare, 2 – unlikely, 3 – possible, 4 – likely, 5 – almost certain Consequences: 1 – less than minor, 2 – minor, 3 – moderate, 4 – major, 5 – extreme



Part 7: New Projects or Programmes Investment Summary EXAMPLE

(USE PROMPTS TO COMPLETE ALL FIELDS)

Business Justification and Scope	
Project/Programme	• Name CBay Solar PV Installation • Scope (what will be delivered, what won't be delivered) Design, supply, and installation of a grid-connected solar photovoltaic (PV) system on the CBay Aquatic Centre roof. This includes solar panels mounted on suitable north-facing roof areas, inverters, switchgear, wiring, and integration into the Aquatic centre's electrical system, monitoring system to track generation and performance, installation by suitable qualified professionals. This Project does not include structural roof upgrades (if required), battery storage, major electrical upgrades (transformers), external monitoring.
Purpose	• Purpose (drivers, problem or opportunity statement)? Reduce electricity operating costs and emissions at Council's highest energy-consuming facility by generating on-site renewable energy and reducing reliance on grid electricity during peak daytime demand.
Level of Service	• Impact per Activity Management Plan ie Achieve compliance, Maintain LOS, Improve LOS, Meet demand/growth (select all that apply) Improve LOS - The project improves service resilience by reducing reliance on grid electricity and supports continued operation of the facility during periods of network disruption (noting full backup would require batteries or alternative systems).
Business Justification	• Options Considered and Preferred Option (cost/risk/benefit rationale)? Status quo (100% grid electricity), Solar PV only (preferred option), Solar PV + battery storage. The preferred option is Solar PV without batteries due to the alignment with daytime demand / usage at CBay, lower capital cost and shorter payback period. • Project outcomes (what changes – business or community) - will successful delivery enable? Align to Activity Management Plan The Recreational Facilities AMP should refer to: – Aquatic Centre is being powered by solar (fully/in part) thus resulting in reduced reliance on grid electricity during daytime operating hours. • Project benefits (what advantages – internal or community) – are enabled by the outcomes? Align to Activity Management Plan Reduced electricity operating costs over time, reduced exposure to electricity price volatility, reduction in greenhouse gas emissions (marginal), improved operational continuity during network disruptions, demonstration of Council leadership in renewal energy and sustainability. • Evidence to support investment logic (ie that outcomes and benefits will be realised) – describe or attach Highest TDC electricity consuming site and costliest (1.8M kWh annually, > $360k annually). An Independent Type 2 Energy Audit is proposed to explore / support solar feasibility and broader facility enhancements to reduce operational cost. The electricity usage profile of CBay aligns with daytime solar generation.
Risks, Opportunities	• Most relevant only, describe risk/opportunity and mitigation **Risk:** Capital cost uncertainty and potential cost escalation, roof structural limitations (subject to engineers assessment), contractor availability, solar generation lower than expected due to weather variability. **Mitigations:** Detailed design and engineer assessment prior to installation, procurement through experienced and qualified providers, sensible generation and savings assumptions applied. **Opportunities:** Apply Type 2 Energy Audits across other Council facilities, Use CBay as a demonstration site for community awareness of the benefits that can be realised through solar generation.
Assumptions, Constraints and Dependencies	• Regulatory context (compliance standards or consent conditions) Will require building consent and electrical compliance certification • External decision makers or approvals required Engagement with Environment Canterbury, or neighbours possibly required. Engagement with Alpine Energy to ensure grid reliance is still available. • Affordability and funding availability Subject to funding prioritisation via the Long-Term Plan or Annual Plan. EECA funding not available. • Sustainability, climate change impacts Reduced emissions through reduced grid consumption. Provides partial resilience benefit through on-site generation. • Coordination with other agencies/projects/activities (internal or external, public or private) Installation to be coordinated with GM Rec Facilities to minimise disruption, work to be scheduled outside of peak usage periods where practicable e.g. avoiding school holidays, swimming tournaments or major events. • Previous consultation/stakeholder perspectives Minimal direct impact on users anticipated, but temporary disruption during installation may occur. Internal stakeholders to include Property, Building, and Rec Facilities. • User Acceptance Criteria (UACs) or stakeholder requirements System should integrate with existing CBay infrastructure, monitoring should provide clear and accessible data, system operates safely and reliably, facilities staff are provided with appropriate handover material and guidance to ensure basic operational understanding of solar PV system. • Minimum Viable Product (MVP) for technical parameters System size to be optimised to ensure cost-effectiveness and alignment with site demand profile, and priorities daytime generation aligned with the facility daytime usage.

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CAPEX Internal Resource	$	TBD									
CAPEX External Costs	$	TBD									
OPEX	$	TBD									
Revenue	$	TBD									
Project Total (excluding GST)	$	TBD									
Detailed cost breakdown attached Y/N?		TBD									

Investment Summary – Critical Success Factor evaluation

Notes for users

- These criteria are intentionally generic. The terms in bold — such as 'compliance', 'strategic priorities', 'LOS', 'growth/demand', and 'other strategies, programmes and projects' — are placeholders. You will need to define these terms for your activity (using the details populated in Parts 1 and 2 of your Activity Management Plan above) before evaluating the investment proposal. Level of Service' (LOS) refers to the agreed performance standard for a given activity per Part 2 above.
- Scoring by the activity/project manager should be reviewed by at least one other person (eg Team Lead, Manager or PMO) to reduce subjectivity. Supporting reasons should be provided.
- This tool operates within Council's Procurement Policy and Procurement Manual and the Procurement Lead must be engaged if/when progressing to formal procurement planning.
- Scoring does not determine funding priority but is one input into decision making to be read alongside the relevant Investment Summary above and any supporting evidence (Project Brief, Business Case, or Optioneering Assessment).

Critical Success Factor (CSF)	Rating	Does Not Meet/Poorly Meets (DNM/PM)	Partially Meets/Mostly Meets (PM/MM)	Fully Meets/Exceeds (FM/E)
Strategic fit and business needs	**5**	Non-compliant, poor **compliance**, medium compliance risk Not at all aligned to **strategic priorities** Not required to maintain **LOS or for growth/demand** Disrupts **other strategies, programmes and projects** No/limited **stakeholder** or community support	Not required for **compliance**/low compliance risk Somewhat aligned to **strategic priorities** Not required to maintain **LOS** but may improve **LOS** or meet **growth/demand** Doesn't disrupt other **strategies, programmes and projects** Some **stakeholder**/community support	Required for **compliance**, fully compliant Fully aligns with agreed **strategic priorities** Required to maintain **LOS** or will improve **LOS** or meet **demand** Fits well with other **strategies, programmes and projects** Considerable **stakeholder**/community support
Potential value-for-money	**4**	Low value/improbable benefits, insufficient evidence High costs or costs unknown, insufficient evidence High risk or risks unknown, insufficient evidence	Moderate value/possible benefits, limited supporting evidence Moderate costs and reasonable cost confidence Moderate risk and reasonable confidence in risk analysis	Compelling evidence supports investment, high benefits probability and value Low cost and/or costs well understood and acceptable Low risk and/or risks well understood and manageable
Supplier capacity and capability	**4**	No suppliers available to deliver required services Risk of diminishing value for money or unsustainable terms	Non-local suppliers can deliver required services Acceptable contract terms/value for money anticipated	Local suppliers can deliver required services Value-for-money arrangement over contract term is anticipated
Potential affordability	**4**	Cannot be met from likely available funding, does not align with activity or corporate priorities Funding gap/other funding constraints Other funding opportunities are more appropriate	Can be met from likely available funding, aligns with either but not both activity and corporate priorities Matches/no other funding constraints Does not leverage any other funding opportunities	Can be met from likely available funding, aligns with both activity and corporate priorities Matches/no other funding constraints Leverages other funding opportunities
Potential achievability	**4**	Skills and resource required for successful delivery cannot be prioritised without unacceptable impact on BAU delivery	Skills and resource required for successful delivery constrained, resourcing costs or impact on BAU delivery requires consideration	Sufficient skills and resource available to support successful delivery in parallel with BAU delivery
Overall Rating	**22/25**			