



# **REGULATORY SERVICES**

# **ACTIVITY MANAGEMENT PLAN 2017**





**Invercargill**  
CITY COUNCIL

## Activity Management Plan

Activity			
	Name	Signature	Date
Prepared By			
Asset Manager			
Director Review			
Peer Review			
Council Adoption			



## Changes to be Incorporated in Next Review

Number	Date of Change	Reason for Change
1	22 November 2017	Updated financial data (table and graphs) – inflated and up-to-date
2	23 January 2018	Updated financial data (table and graphs) 8.2 and 8.2.1 (Liz)
3	23 January 2018	Comment under 8.2.1 added (Liz)
4	24 January 2018	Updated graphs in 3.3.3 correctly labels on axis to include '%' (Liz)



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# Executive Summary

This Regulatory Services Activity Plan encompasses all of Council's regulatory functions that are provided by the Council's Environmental and Planning Services Group. Over the life of this Plan, it is intended that there will be an increasing commonality in the service provided to applicants, regardless of the application type. There will be greater opportunity for applicants and the community to engage electronically with Regulatory Services. Applicants and the community have an expectation that legislation is consistently implemented and plans and documents reflect the Invercargill community and environment.

A key way of measuring progress with this plan will be the reporting on levels of service on a regular basis to the Regulatory Services Committee.

# 1. Introduction

## 1.1 ABOUT THIS PLAN

The Regulatory Services Activity Management Plan (AMP) covers one of many activities addressed in the Invercargill City Council Long Term Plan (LTP). This Plan is, therefore, strongly linked to the overall strategic direction for the District. The LTP is the document and process that alerts the community to the key issues and strategies contained in this document.

The purpose of this Plan is to outline and to summarise in one place, the Council's strategic approach for the delivery of the Regulatory Services Activity.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. 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.

This AMP is based on existing levels of service, currently available information, and the existing knowledge / judgment of the Council staff.

## 1.2 ACTIVITY OVERVIEW

Council's Regulatory Services Activity implements and interprets legislation imposed by Central Government. The Activity encompasses three broad groups of responsibilities.

### 1. Planning Services

Planning Services key piece of legislation is the Resource Management Act 1991 (RMA) which Council interprets in the Invercargill environment. The Activity includes:

- (a) The ongoing development of the District Plan to ensure that it reflects the current environment and changes in legislation.
- (b) The processing of applications for building consents to ensure compliance with the provisions of the District Plan.
- (c) The processing of applications under the Resource Management Act.
- (d) The promotion of sustainable management of the environment by non-regulatory means.
- (e) The monitoring of the environment, resource consents and complaints.
- (f) Enforcement of the provisions of the District Plan where necessary to ensure compliance with the provisions of the District Plan.
- (g) Offering quality advice to clients on their options and responsibilities under the Resource Management Act.
- (h) Maintaining Council's property identification database and issuing road names and numbers.
- (i) Maintaining Council's rating valuation roll.
- (j) Support services for the District Licensing Agency under the Sale and Supply of Alcohol Act 2012.
- (k) Digitisation of Council's property files.

## 2. **Building Services**

Building Services is charged with carrying out the Council's responsibilities under the Building Act 2004 and related legislation.

Section 212 of the Act provides that a Territorial Authority must act as a Building Consent authority within its district in relation to any application for a Building Consent, and any consent granted in response to that application.

The Building Control Activity includes:

- (a) Providing assistance to the general public, tradespeople and designers on proposed building work.
- (b) Receiving and processing applications under the Building Act 2004. This includes PIMs, inspections, issuing Code Compliance Certificates and Compliance Schedules.
- (c) Policing the requirements of the Building Act and responding to requests for service to investigate problems.
- (d) Promotion of knowledge of regulatory requirements.

## 3. **Environmental Health and Compliance**

### *Environmental Health*

Environmental Health is a term often used in Territorial Local Authorities in relation to the work of Environmental Health Officers. Environmental Health is a subset of public health focusing on environmental conditions and hazards which affect, or have the potential to affect, human health, either by direct or indirect means.

The Food Act 2014 and the Sale and Supply of Alcohol Act 2012 are key pieces of legislation in addition to the Health Act 1956 and Council Bylaws.

### *Parking Compliance*

Parking Compliance manages parking enforcement services.

The provision of car parking facilities and collection of parking meter revenue is managed by Council's Roading Division. The public car parking facilities are owned, managed and enforced by Council.

The goal of the Parking Compliance team is to provide equitable parking enforcement for all.

The Parking Compliance component involves:

- (a) Enforcement of car parking in the District.
- (b) Monitoring and removing vehicles left abandoned on roads or non roadworthy within its jurisdiction.
- (c) Promoting good driver behaviour around schools and offering education to those schools willing to participate.
- (d) Registering and monitoring sandwich boards/signs.

The enforcement component of the Activity operates on the public road. Parking on private property is the responsibility of the property owner.

### *Animal Services*

Animal Services activities within Territorial Local Authorities are largely dictated by government statutes. The Dog Control Act 1996 and Regulations, the Animal Welfare Act 1999 and the Impounding Act 1955 are the primary pieces of legislation involved.

The demand for Animal Services has climbed in recent years, but additional resourcing of this service is reversing the trend of complaints received about dog related nuisances. Controlling wandering, barking and aggressive dogs is an important area of the Animal Service.

## 2. Strategic Context

### 2.1 ALIGNMENT WITH STRATEGIC GOALS

#### 2.1.1 Community Outcomes

Council has developed its own Council-focused “Community Outcomes” for the 2018-2028 Long Term Plan that will fulfil the requirements of “Community Outcomes” under the Local Government Act.

The Community Outcomes have been derived from Council’s vision:

<b>Community Outcomes</b>		
<b>Enhance our City</b>	<b>Preserve its Character</b>	<b>Embrace Innovation and Change</b>
We will know success when:		
Invercargill’s population is over 1.2% of the New Zealand population.	Invercargill is celebrated for preserving its heritage character.	Invercargill’s culture is embraced through community projects.
New residents feel welcomed and embraced by Invercargill culture.	Ease of access throughout the City is maintained.	The development of future industry is encouraged.
Healthy and active residents utilise space, including green space, throughout the City.	Our natural and existing points of difference are celebrated.	Technology is utilised in both existing and new City services.
Invercargill’s economy continues to grow and diversify.	The building blocks, including water, sanitation and roading, for a safe, friendly city are provided for all members of the community.	Residents of, and visitors to, Invercargill give positive feedback and have great experiences.
Invercargill’s business areas are bustling with people, activities and culture.	Strong, collaborative leadership of the City is demonstrated.	Invercargill has the “wow factor” with the right facilities and events to enjoy.

#### 2.1.2 Rationale for the Activity

Council is required by legislation to undertake a range of regulatory functions.

##### 1. Planning Services

###### (a) Resource Management

The reason for regulation in relation to Planning comes down to the public good of knowing that all activities in the District are coordinated in such a manner so as to not offend the greater public good. This has been so at least since the writing of the Epic of Gilgamesh describing the City Planning for the City of Uruk in 2000BCE.

Resource Management is predominantly involved in carrying out the Council’s functions set out in the Resource Management Act 1991. This government legislation is focused on sustainable management of natural and physical resources. This involves a balancing act of enabling people to do what they wish with their land, but ensuring that the effects of those activities do not significantly affect the environment and the wider community. The Resource Management team aids in the development of the District Plan which involves developing policies and rules for the Invercargill environment within the legislative context.

For example, the District Plan uses the approach of zoning. There has been considered a social good to grouping activities in certain areas or listing certain activities that can occur as of right on properties in areas of a district and other activities that cannot occur and require permission to do so. This provides better social outcomes for all citizens of a district. For example, a freezing works is not able to be set up in a residential area without appropriate considerations being provided. Zoning also provides protection for other activities such as the freezing works being able to establish in areas designated for them without them having to worry about potential impacts on neighbours and the wider community.

The District Plan also introduces environmental standards that control the effects of activities, such as levels of permitted noise, lightspill, signage, and density of development. This document sets out the community's expectations about the state of the environment that they feel is appropriate within the different zones.

Resource Management has the role of processing any resource consents to manage activities that fall outside the District Plan's provisions, and enforcing the Plan and any consents. Monitoring the environment is also part of the role. Offering advice on options and responsibilities under the Resource Management Act 1991 and promoting sustainable management through non-regulatory means is also a vital part of the role of this team.

Aside from the Resource Management Act 1991, there is other legislation, including regulations and bylaws that the Resource Management team have to consider in their work, such as the Heritage New Zealand Pouhere Taonga Act 2014.

#### ***(b) DLC Support***

DLC is the District Licensing Committee of Invercargill. The DLC has been charged with the issuing of alcohol licences. The Support Officer is the administrator for the DLC and coordinates the applications, prepares meetings, and assists the Committee in its day-to-day administration.

Again, it has long been held desirable by the public that the sale and supply of alcohol is restricted to appropriate venues with appropriate and approved people being able to serve it. It is a public good to have appropriate controls placed on the sale and supply of alcohol. It assists in managing the location of facilities where alcohol is sold, such as controlling the scale and functioning of taverns like the Northern and other Invercargill Licensing Trust facilities located in residential areas. The controls also ensure that those people who gain a licence to sell alcohol are appropriately vetted and that they have the necessary understanding of the rules and responsibilities.

#### ***(c) Property Valuation Database***

The Property Valuation Database team has two key focus areas. Firstly, this team is responsible for the administration of the property database. The other aspect of the Property Database Team is the digitisation of Council's property files.

Having a centralised administration of property information in the city has strong benefits. The property database needs to be up to date to ensure that there is accurate information available to all of Council to ensure that information is provided to the appropriate people and there are no issues of privacy.

The administration of the property database includes updating the Council's database on property sales. This information is an important resource for determining rating valuations. Ensuring the property database reflects any subdivisions or property amalgamations is also a key role of this team, not just for rating purposes. Much of this work is required of Council by the Rating Valuations Act 1998.

The property valuation database role also involves the administration of the street numbering system and ensuring that Council's records are up to date. Streets have been numbered for many years (indeed the use of even numbering for houses on one side and odd numbering for houses on the other dates back to the time of the Emperor Napoleon Bonaparte of France). The provision of this service comes back again to the public good, such as for emergency management where there is an accurate description of a property so that emergency services can immediately access a property in the event of an emergency.

The digitisation of the property files is part of the greater good to enable better access to all the files and is part of Council's process in modernising our services.

## **2. Building Services**

Building is broken into two teams - the building inspectors and the customer service/administrators.

The service is provided for a number of reasons. Minimum standards for buildings seek to ensure that they perform to the required standard to ensure that they can be used by the occupants and the wider public.

The nature of New Zealand's geography and geology is a good reason for managing the quality of buildings. The geography of the Invercargill City District includes flood plains, meaning that parts of the city are susceptible to flooding. The different structures of the District's soils means that the buildings need to address different foundation standards. High Wind Zones can make some areas more susceptible to wind hazards. There are also wider issues throughout Invercargill and New Zealand of earthquakes. There is both public and private good in the control of building.

The public good of building control is that when you are out visiting another person's property or are walking in a public space, the risk that a building is likely to fail and injure you is reduced. In New Zealand, we only have to look at Christchurch and the more recent earthquakes as well as our own experience with snow related collapses to see the risks buildings can pose to the public.

Building regulations are continually developing over time to ensure public and private safety.

The Building Control team implements the requirements of the Building Act 2004 to ensure that buildings are constructed in accordance with the Building Code. Council acts as a Building Consent Authority within the Invercargill area in relation to any application for a building consent, and any consent granted in response to that application.

This role includes:

- (a) Providing advice and education to the general public, tradespeople and designers on proposed building work.
- (b) Receiving and processing applications under the Building Act 2004.
- (c) Enforcing the requirements of the Building Act and responding to the requests for service to investigate problems.
- (d) Promotion of knowledge of regulatory requirements.

### **3. Environmental Health and Compliance Services**

The Environmental Health and Compliance Team is also broken into a number of teams. There are two teams and each team has sub sets.

The roles that the Environmental Health Team provides are essentially public health roles focusing on environmental conditions and hazards, which affect, or have the potential to affect, human health either by direct or indirect means. This is provided through education, auditing, inspection, enforcement and response to emergency incidents. The Environmental Health aspect is broken into Food, Alcohol Inspector and Environmental Health.

The Compliance aspect is broken into Animal Control and Parking. This role is carried out through a mix of education, inspection and enforcement.

#### **(a) Food**

The regulation of food suppliers is for the public benefit as there is a wide interest in ensuring that food made available for people to purchase and restaurants to dine in is safe and will not cause the consumer to become ill because of poor hygiene or poor quality of the food used.

To aid in ensuring that minimum standards are met, the Council Officers' roles involve activities such as auditing premises where food is sold, issuing permits for roadside food sales and general education. This role is mandated in part through the Food Act 2014.

#### **(b) Alcohol Inspector**

The alcohol inspectorate role is linked to that of the DLC Support Officer but includes the monitoring and reporting on licensees to ensure that they are complying with their licence conditions and the Sale and Supply of Alcohol Act 2012.

#### **(c) Environmental Health**

Environmental Health covers a wide range of activities, providing the community with the assurance that minimum standards are met to ensure the safety of people when undertaking activities, and to manage the effects of these activities on those in the wider environment. This role covers activities as diverse as having their hair cut, staying at a public camping ground, and tattoos. Other areas that Environmental Health is involved in include responding to noise complaints, overgrown sections, and unlawful dumping of rubbish. It is beneficial to the public to ensure that minimum standards are applied across the board as this means that members of the public are protected from harm and nuisance.

#### **(d) Parking**

Parking compliance is a reality of a modern city. There is public interest in parking. This includes the interest of residents who wish to be able to park within the city to ensure that they can access the facilities they need to, whether they be for commercial, financial, leisure, medical or their residence.

Business owners also have an interest in ensuring that there is a parking supply and in ensuring that vehicles are not parked and blocking accessways, or parked in front of a store for hours at a time when the owner of the vehicle has moved on to another area of the City.

Council has chosen to provide the public with both on and off street parking. Enforcement of these facilities ensures that there is equitable parking for all. This service is provided to ensure that there is a constant flow and supply of parking within the city. Good parking practices are also encouraged and enforced, particularly around schools.

#### **(e) Animal Control**

The owning of pets is something that has occurred for many years across all nations and ethnic origins. However, there has also been a need for controls around the suitability of animals in urban areas and controls around animals that can injure or cause harm to other people.

Collective learnings over hundreds of years of history have shown that having animals in close proximity to large urban populations can cause disease and pollution. For this reason there needs to be a level of regulation to keep the public safe from these “old world” diseases. Domestic animals, such as dogs, can cause harm to people, for example through dog attacks. For this reason there has been an interest in controlling and monitoring dogs to ensure that the dogs are registered, that the owners have appropriate licences and have taken appropriate steps to ensure that they can enjoy the company of the animals while the wider public is protected.

The key roles of the Animal Services Activity include:

- Enforcing animal control legislation, such as the Dog Control Act 1996, in an efficient and fair manner.
- Maintaining a register of dogs within the City.
- Providing a service and facility for the impounding and care of stray and seized animals.
- Providing public education on dog control, ownership and safety.

### **2.1.3 Activity Objectives**

The key objectives of this Activity are the implementation of national legislation, with particular focus on achieving Council’s Community Outcomes.

#### **1. Planning Services**

The principal objectives for Planning Services are:

- (a) To review the District Plan to ensure that it provides opportunities for the community to develop and enhance their lifestyle, whilst taking a sustainable development approach. This will include the development of

an E-Plan on Council's website once the Proposed District Plan 2016 becomes operative.

- (b) To review environmental issues and standards to ensure they remain consistent with the community's desires.
- (c) To implement the District Plan in an efficient and fair manner.
- (d) To provide environmental information and advice in a form that is both relevant and appropriate.
- (e) To support the District Licensing Committee in deciding applications under the Sale and Supply of Alcohol Act.
- (f) To digitise Council's property files.
- (g) To enable applicants to electronically lodge their applications via Council's website.
- (h) To maintain the rating valuation roll for the District.

## **2. Building Services**

The principal objectives of the Building Services Activity are:

- (a) To ensure all building work complies with the Building Code.
- (b) To enforce the requirements where necessary.
- (c) To provide a friendly, efficient and timely service to clients.
- (d) To enable applicants to electronically lodge their applications via Council's website.
- (e) To implement the earthquake prone building legislation within the District.

## **3. Environmental Health and Compliance**

The principal objectives for Environmental Health are:

- (a) To provide environmental health services (including food and alcohol) to the community in a positive and sustainable manner.
- (b) To provide support to emergency services in respect of public health incidents.
- (c) To enable applicants to electronically lodge their applications via Council's website.

The principal objectives for the Parking Activity are:

- (a) To ensure all legislation is adhered to.
- (b) To ensure all contact with the public is delivered in a friendly and efficient way.

The principal objectives for Animal Services are:

- (a) To provide for the control of dogs and stock.
- (b) To minimise the harm done by dogs.
- (c) To promote good dog care and welfare in the community through education.

A secondary objective is to promote good animal care and welfare in the community through education and raising awareness about legal obligations and duties for owners of domestic animals and the general public.

<b>Community Outcome</b>	<b>Council's Role</b>	<b>How the Activity contributes</b>
<b>Enhance our City</b>	Invercargill's businesses are bustling with people, activities and culture.	Promote development that occurs in a way that provides for effective and sustained economic growth, while meeting minimum environmental and health standards.
<b>Preserve its Character</b>	The building blocks, including water, sanitation and roading, for a safe, friendly city are provided for all members of the community.	The community's compliance with legislation and Council policies and bylaws enables people to live closely together in a safe environment.
	Invercargill is celebrated for preserving its heritage character.	The District Plan prioritises key heritage buildings across the District and earthquake-prone building legislation is implemented.
<b>Embrace innovation and change</b>	The development of future industry is encouraged.	Providing opportunities for development across the District.
	Technology is utilised in both existing and new City services.	An increasing utilisation of technology to enable stakeholders to more easily engage with our services.

How this Activity achieves the Community Outcomes above, is further developed in Section 3.3 – Levels of Service.

## **2.2 BUSINESS DRIVERS**

### **2.2.1 Regulatory Framework**

Council operates under a number of legislative frameworks; the Local Government Act 2002 and Health and Safety at Work Act 2015 are the most prevalent to Council core business.

The Local Government Act is the overarching framework that regulates what Council's scope is as well as their ability to conduct day-to-day business.

The Health and Safety at Work Act ensures that as an employer we are meeting all requirements to care for our employees in a safe manner at all times.

Both aspects of legislation are paramount to the day to day running of business, and most departments within Council will operate under specific provisions of both Acts, alongside any other relevant legislation.

### **2.2.2 District Plan and Council Policies**

Under provisions provided in the Local Government Act 2002, Council has the ability to create policies, bylaws and plans.

Council operates under a number of policies, some internal. These policies are reviewed regularly in line with legislative requirements.

Council currently operates under a number of bylaws, some that were created out of need to resolve nuisance and others that are requirements under the

Local Government Act or were resolved to become a bylaw through Central Government.

Further, Council operates under a District Plan. The Proposed District Plan 2016 has been developed in conjunction with the community and is a reflection of its priorities of matters detailed in the Resource Management Act. This Plan is about managing the use, development and protection of natural and physical resources in a way that enables the community to provide for their holistic well-being and gives effect to national policy statements and the regional policy statement on a variety of environmental issues. This plan is reviewed at least every 10 years and more frequently in response to changes in legislation and community expectations.

Other Council policies and bylaws are developed by Regulatory Services in conjunction with the community and where practicable with adjoining local authorities.

These include:

	<b>Effective from</b>	<b>Review date</b>
Bylaw 2015/1 – Dog Control	1 July 2015	July 2020
Bylaw 2008/1 – Environmental Health	1 July 2008 (Amendments made 2014 and 2016)	Under review
Bylaw 2013/2 – Keeping of Animals, Poultry and bees	2 September 2013	September 2018
Bylaw 2015/2 – Parking Control (Enforcement)	7 March 2016 (Amended 2017)	March 2021
Dog Control Policy 2015	1 July 2015	July 2018
Class 4 Gaming Venues Policy 2015	16 September 2015	September 2018
Board Venues Policy 2015 (TAB Venues)	16 September 2015	September 2018
Combined Local Alcohol Policy 2014	31 May 2016	May 2018
Combined Local Approved Products Policy 2014 (Psychoactive Substances)	22 December 2014	Under review
Dangerous Buildings Policy 2013	11 March 2013	December 2017
Insanitary Buildings Policy 2013	11 March 2013	March 2018
Invercargill City Council Pandemic Management Plan 2005	2005	No date specified
Noise Control Policy 2015	28 October 2015	October 2018
Parking Exemptions – Elected Representatives Policy 2017	15 August 2017	August 2020
Parking Exemptions – Drivers Over the Age of 80 Years Policy 2017	15 August 2017	August 2020
Resource Management Infringement Offence Policy 2015	28 October 2015	October 2018
Rural and Urban Addressing Policy	To be developed	

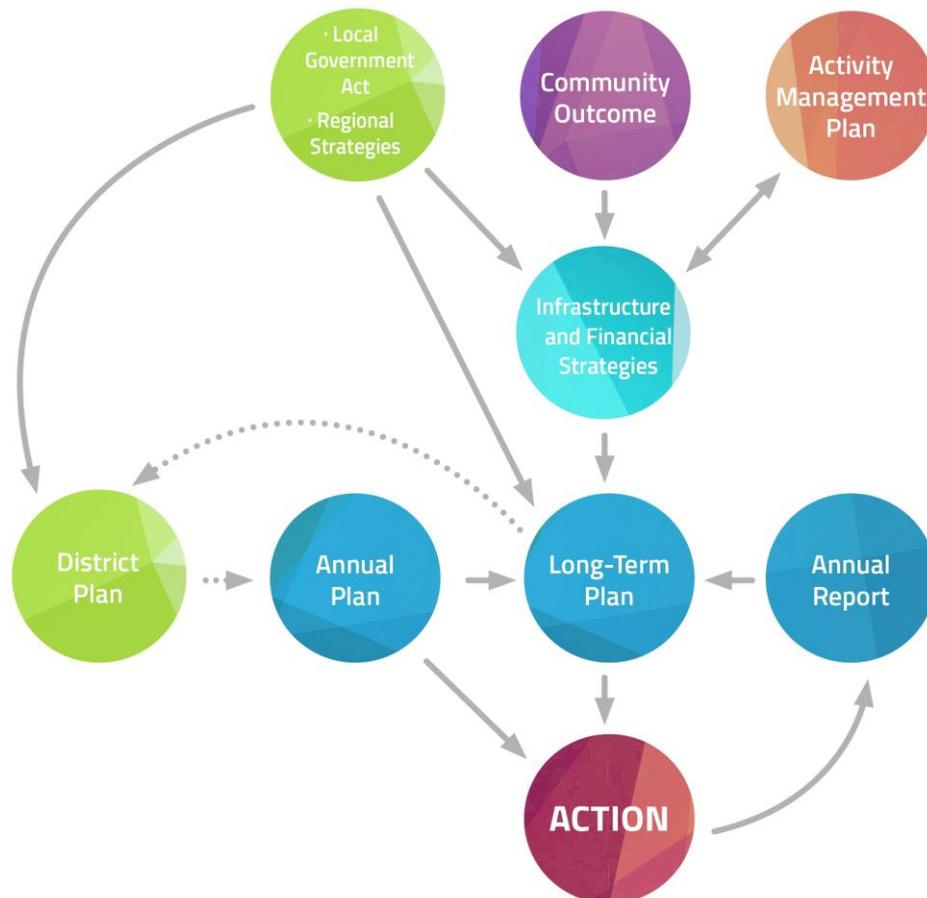
### 2.2.3 Long Term Plan

The Local Government Act 2002, Schedule 10 requires the development of a ten-year Long Term Plan. Activity Management Plans are the foundation to providing a robust basis for the long-term forecasts.

The Activity Management Plan records the current and desired Levels of Service and determines the Maintenance and Capital Works Programmes and their associated budgets required to make assets meet their desired Levels of Service.

- The Long Term Plan confirms Maintenance and Capital Works Budgets that are approved by Council to meet Community Outcomes.
- Activity Management Plan underpins the activities in the Long Term Plan and is implemented through expenditure programmes in asset areas. Adoption of the budgets for these programmes is carried out through the Long Term Plan process. Changes to budgets for programmes may occur during the consultation process and adoption of Long Term Plan budgets.

Variations between this Plan and the most recently adopted Long Term Plan / Annual Plan are recorded in the “Table of Changes to be Incorporated in Next Review” at the beginning of the Plan. The consequences of any variations will be reflected in subsequent reviews of the Long Term Plan / Annual Plan.



## 2.3 STRATEGIC ISSUES AND CHALLENGES

The key corporate strategic issues and challenges facing the Invercargill City Council are:

- Meeting our long term renewal expectations for infrastructure.
- Encouraging growth projects whilst ensuring financial and operational sustainability for future generations.
- Ensuring that Council works in a financially prudent manner that promotes the current and future interests of the community.
- The City's changing demographic profile and its ability and willingness to pay.
- Responding to the changing environment (both natural and technological) and retaining Invercargill's character including its built environment.

Both the Council and the community have indicated that the Regulatory Services Activities need to make greater use of technology in the way the service is provided. There is also a wish from applicants to be able to track the progress of their applications through the use of technology.

Changes in legislation require Regulatory Services to review its existing plans and the way it provides its service. We need to engage our community on changes to legislation so that they are aware of changes in responsibilities.

The Council needs to regularly review its fees and charges for services provided to ensure that the applicant pays for the private good associated with the service, e.g. a building consent application is viewed as a private good, whereas the development of the District Plan is seen as a public good.

The Council is seeking through the community outcomes to preserve the heritage character of the City. The Council is therefore subject to balancing the responsibilities in terms of protecting heritage and the obligations under the earthquake prone buildings legislation.

Section 7.1 expands on how the Regulatory Services Activity may respond to these strategic issues and challenges.

## 2.4 KEY ASSUMPTIONS

The Long Term Plan Background and Assumptions 2018-28 document (**Appendix 1.01**) lists the key assumptions which have been assumed are as follows.

<b>Assumption</b>	<b>Level of Uncertainty</b>	<b>Area of Impact and Potential Financial Impact</b>
<b>Population</b> The population will increase to 56,300 by 2028.	Moderate – risk that actual numbers will vary.	Infrastructure and Housing. Significant increases in population may create a demand for infrastructure and services beyond existing capacity. Significant decrease in population would adversely impact on the community's ability to fund current levels of infrastructure and services.
<b>Household Growth</b> An average of 2.3 people per household in 2038, requiring 2,300 more homes from the 2013.	Moderate – risk that actual numbers will vary.	Infrastructure and Housing. Significant increases in the number of households may create a demand for infrastructure and services beyond existing capacity.
<b>Ageing Population</b> Those 65 years and older will make up approximately 22% of Invercargill's population by 2023.	Low – increasingly older population is reasonably certain.	Council Services and Recreation Assets. An increase in the number of those people 65 years and older will increase the number of ratepayers on fixed incomes and may have an impact on the ability of the community to afford infrastructure and services.
<b>Resource Consents</b> Resource consents will be obtained with reasonable conditions and negligible impact on how Council provides its services.	Moderate – change is imminent but extent of which is unknown.	3 Waters Capital expenditure may be required if the conditions attached to resource consents require changes to how Council delivers its services.
<b>Tourism &amp; Visitor Numbers</b> Tourism numbers will increase over the Long-Term Plan period.	Low – various city-wide endeavours to boost tourism.	Venture Southland, SMAG, Council Services and Recreation Assets. Significant increases in the number of tourists may create a demand for infrastructure and services beyond existing capacity. Significant decrease in the number of tourists would adversely impact on the commercial community's ability to fund current levels of infrastructure and services.
<b>New Zealand Transport Agency</b> That the NZTA Funding Assistance Rate will reduce by 1% each year until a low of 51%.	Low – NZTA have stated in plans that this will occur.	Roading. Lower than anticipated subsidies can result in service delivery costs needing to be met by other means or a decrease in the level of service.

<b>Assumption</b>	<b>Level of Uncertainty</b>	<b>Area of Impact and Potential Financial Impact</b>
<b>Commercial Property</b> The CBD will remain in the Esk Street area and will become more vibrant.	Low – risk exists due to uncertainty of CBD future, but Council has recently adopted a Retail Strategy and there has been recent investment in the CBD area both by Council and private investors.	Infrastructure, Housing and Rooding. Significant decrease in the number of commercial ratepayers would adversely impact on the commercial community's ability to fund current levels of infrastructure and services.
<b>Inflation</b> Inflation will occur at the rates set by BERL as LGCI forecasts.	Moderate – inflation forecasts are not always accurate.	Cost change factors are based on information developed for Council's by Business and Economic Research Limited (BERL). Significant variations from these adjustments will be identified in future Annual Plans and Annual Reports.
<b>Local Economy</b> The local economy will grow and diversify.	Moderate – financial impact difficult to forecast.	Composition of local economy may diversify offering greater employment opportunities. Significant change to the economy, such as a large employer choosing to locate in the District, may require Council to review and change its current activities and levels of service. These demands will need to be quantified and an amendment to the Long Term Plan developed if the costs are significant.
<b>Useful Life of Significant Assets</b> Assets will reach the useful life indicated when supplied.	Moderate – asset lives based on estimates by Engineers and Registered Valuers.	A shorter useful life for assets would create a financial burden on the community.
<b>Depreciation</b> Council will fully fund renewal depreciation by year 10 of the Plan.	Low – asset depreciation rates will not change and the value of assets will remain constant.	Changes in the valuation of Council assets may have a significant impact on the cost of fully funding depreciation.
<b>Asset Revaluation</b> Council will use national standards in asset revaluation.	Moderate – value will remain somewhat constant over ten years.	Changes in the valuation of Council assets may have a significant impact on the cost of fully funding depreciation.
<b>Vested Assets</b> Vested assets will have a negligible impact on Council's overall infrastructure and finances.	Low – financial effect of uncertainty.	Level of vested assets fluctuates yearly. Historical levels have not been material.
<b>Financial – Existing Funding Renewal</b> Council borrowing facility will be renewed (three-yearly) with the terms and conditions mirroring market trends.	Medium.	Council's terms and conditions for its borrowing facility have mirrored market trends in recent times.

Assumption	Level of Uncertainty	Area of Impact and Potential Financial Impact
<p><b>Financial – Expected Interest Rates on Borrowing</b> Interest on future borrowing has been calculated at 4.75% for 2018/19, 5.00% for 2019/20, 5.50% for 2020/21 – 2022/23, 6.00% for 2023/24 – 2025-26 and then 6.50% for the remaining years. This is based on Council's current borrowing rates which are hedged for a number of years into the future, as well as consideration of economic forecasts.</p>	Medium.	Higher than expected interest rates on borrowing will require Council to consider collecting a greater amount in rates to cover the additional interest costs or reducing the amount borrowed (and level of service provided).
<p><b>Financial – Forecast on Return on Investments</b> Return on cash investments is calculated on the borrowing rate less 2%. Dividends and subvention payments from Invercargill City Holdings Limited are assumed to be at 10% of the total rates requirement.</p>	Medium.	Lower than expected returns on investments will require Council to consider collecting a greater amount in rates, reduce spending or increase borrowings to cover any reduction in income.
<p><b>Local Governance</b> Amalgamation will not occur during the life of the Plan.</p>	Low– to continue shared services, although amalgamation is low risk.	Shared Services, Policy and Governance Boundary changes would require a review of the Long Term Plan with its associated community consultation.
<p><b>Legislation</b> There will be changes to legislation that have an impact on what and how Council provides services.</p>	Moderate – difficult to know what central government will implement particularly if a change in government.	Services, Finances and Governance Significant legislative change can impose significant financial and service delivery costs on Council.
<p><b>Natural Disasters</b> There will be no major catastrophes that impact on Invercargill or its economy.</p>	High – It is certain the Alpine Fault will rupture in the future but uncertain as to when and the impact.	Infrastructure, Services, Housing and Population A Civil Defence emergency in the District would impact financially on Council and the community. The financial risk to Council is reduced by maintaining insurance cover for emergency events.

Assumption	Level of Uncertainty	Area of Impact and Potential Financial Impact
<p><b>Climate Change</b> Climate change impacts will arise over the life of the Long Term Plan and current trends will be allowed for when planning infrastructure and services.</p>	<p>Moderate – Long Term trend of rising temperatures and more frequent intense weather events is reasonably certain, short to medium term impacts are less certain.</p>	<p>Water availability, coastal hazards (roading and infrastructure), services, air quality, agriculture, farming and biosecurity. The effect of Climate Change occurring more quickly than anticipated may require Council to review and change its current activities and levels of service. This could have a significant financial impact on the community.</p>
<p><b>Technology</b> Changes in technology will affect how Council carries out its activities. This will have a financial implication over the 10 year plan.</p>	<p>High – certainty of diversification in technology is ever growing. Impact of changing technology cannot be quantified.</p>	<p>Employment, Local Economy and Services (delivery). New technologies will likely have an increased financial cost in the short term.</p>
<p><b>Education</b> S.I.T. will continue to promote Invercargill to international students.</p>	<p>Moderate – education systems that exist are likely to remain stable.</p>	<p>Infrastructure, Services, Population and Housing.</p>
<p><b>World Economy</b> The world economy will not have a significant negative effect on the Invercargill City District.</p>	<p>Moderate – future financial changes are unforeseeable.</p>	<p>Infrastructure and Tourism A major event in the World Economy could affect Tourism and the implications of lower / higher tourist numbers would occur.</p>

As assumptions deal with matters of uncertainty and complexity, actual results will likely vary, but are based on the best information available. If actual future events differ from the assumptions, it will result in material variances to this Plan. The Long Term Plan Background and Assumptions 2018-28 document (**Appendix 1.01**) identifies the risks that underlie those assumptions, the reason for that risk and an estimated potential impact if the assumption is not realised.

Should the key assumptions in this Long Term Plan not be realised, the Regulatory Services Activity will need to respond to the changes in the community e.g. should the population significantly increase or decrease the staff resource would need to be reviewed to reflect the change in demand for the service.

If there are wholesale changes to legislation which currently directs the Regulatory Services Activity, there will be a need for Council to review how it implements the changes and the resourcing required.

The Long Term Plan assumes that there will be ongoing changes in technology. For example, changes to the way parking compliance is undertaken is likely to change as Council moves away from parking meters to Pay and Display type technology. Building inspections are likely to become more photos based rather than written commentary as digital technology in the field becomes more reliable.

## 3. The Service We Provide

### 3.1 CUSTOMER PROFILE

#### 3.1.1 Our Stakeholders and Community

The activities of Regulatory Services impact on all members of the Invercargill community – its ratepayers, its residents and developers. The Regulatory Services Activity has a special relationship with Ngāi Tahu.

The four local authorities of Southland and the majority of Otago local authorities whose areas come within the Murihiku Rohe work in partnership with the four Murihiku Rūnanga. Te Ao Marama Incorporated is the organisation that represents the rūnanga. A Charter of Understanding has been entered into by the councils with Te Ao Marama Incorporated and Rūnanga o Ngāi Tahu to work together in the context of both the Resource Management Act and Local Government Act. The governance group, called Te Roopu Taiao, meets a minimum of four times a year to discuss RMA and Local Government issues.

The Council also meets with Te Ao Marama Inc on Local Government and RMA issues as they specifically pertain to the Invercargill District.

The Council, along with the other council signatories to the Charter of Understanding, contributes financially to the funding of Te Ao Marama Incorporated.

The customers and stakeholders are listed below:

<i>External Stakeholders</i>	<i>Area of Interest</i>	<i>Engagement</i>
Government Departments (Ministry for the Environment, Ministry of Business, Innovation and Employment, Ministry for Primary Industries, and Ministry of Local Government).	Compliance with legislation. Development of Policy.	Liaise with Activity Manager, consult through surveys and plans, exchange of data and information, issue of determinations.
Ministry of Justice (Courts Division).	Consideration of Appeals, enforcement, prosecution, and infringements.	Mediation and Court hearings.
Non-Government Organisations e.g. Heritage New Zealand Pouhere Taonga, New Zealand Transport Agency, Public Health South	Plan and policy development and impact of activities and applications on their field of interest.	Applications, consultation and advice, and sharing of information. Consultation on policy development.

<b>External Stakeholders</b>	<b>Area of Interest</b>	<b>Engagement</b>
Other Local Authorities (Environment Southland, Southland and Gore District Councils).	Developing commonality of approach across the Southland region (Shared Services).	Consultation, liaison, compliance with plans and provision of services.
Iwi Groups Te Ao Marama Inc.	Environmental impact and sustainability.	Consult, communicate, cooperate and engage on RMA functions.
Southland Regional Development Strategy (Ease of Doing Business).	Regional development.	Liaise with Executive.
Applicants.	Lodgement, issuing of decisions and inspections of applications.	Pre consultation and liaising with applicants
Community Groups e.g. Otatara Landcare Group, South Alive Dog Park sub-group.	Regulatory activities that impact on a community group's field of interest.	Communication, cooperation and provision of grants.
Residents.	Requests for information and service on regulatory activities and resolution of nuisance complaints.	Investigations and information.

The graphs in Section 4.1.2 indicate the number of applications lodged per year which is an indication of the number of direct contacts the service has on an annual basis. In addition to these there is significant although unquantifiable interaction with the community where they are seeking information and advice on proposed developments.

<b>Internal Stakeholders</b>	<b>Area of Interest</b>	<b>Engagement</b>
Activity Managers and their staff.	Assessing impact of applications and policy documents on managers' areas of responsibility.	Communication and cooperation.
Elected representatives and Community Board members.	Development of policy documents and bylaws.	Direction setting and decision making.
Finance and Corporate Services.	Provision of financial and communication services.	Provision of service.
Works and Services Directorate.	Assessing impact of applications on infrastructural networks.	Communication and cooperation.
Directorate staff.	Ensuring that an applicant receives a Directorate wide approach to their application or enquiry.	Communication and cooperation.

### 3.1.2 How We Engage our Communities

Regulatory Services has legislative requirements to consult with our community when developing strategies, plans, bylaws and the setting of fees. For example, in reviewing the District Plan the Resource Management Act details consultative procedures for pre-consultation engagement, submission and further submission processes as well as mediation through the Environment Court.

Council has adopted a Significance and Engagement Policy. The Policy lets the public know what decisions or matters the Council, and the community, consider to be particularly important, how Council will go about assessing the importance of matters and when the community can expect to be consulted on different matters. The Policy identifies criteria for determining significance and Regulatory Services staff consider these criteria in reports to Council when making recommendations.

The Regulatory Services Information Officer ensures that information on regulatory activities is current and easily understood, and staff respond to requests for speaking engagements. Our staff engage on a day-to-day basis with the general public on all manner of issues from pre-application discussions, Help Desk enquiries and phone and email enquiries and discussions.

### 3.1.3 Community Research

The Invercargill City Council Community & Regulatory Services: 2014 Residents' Survey engaged the community on Animal Services, Environmental Health, Parking, Resource Management, and Building Consents (**Appendix 1.02**).

In 2016 a second research project (**Appendix 1.08**) was undertaken to understand:

- What residents want from Council activities;
- How they perceive the value for money of those activities; and
- The level of service desired.

Although the 2016 project had a slightly different focus, where possible the progressive results have been documented, from both the customer survey and research project, combined with expert knowledge of the service individual activity managers have to help establish a foundation of levels of service statements. The 2016 survey investigated service performance for Building Control, Environmental Health, Derelict and Overgrown Sections and Animal Services.

Customer requests for service are also logged by customer service staff and attended to by the activity. This information is another platform which can be used to understand the community requirements.

### 3.1.4 Key Service Attributes Valued by Customers

The 2014 and 2016 research identified the following as the most important attributes for Regulatory Services:

Animal Services	Enforcement of legislation and bylaws. Holding dog owners responsible for their dog's behaviour. Preventing uncontrolled dog behaviour. Education about responsible dog care. Reducing the number of issues with dogs.
Building Services	Public buildings are safe and of a good standard. Private buildings are safe and of a good standard. Timeliness of processing consents.

Environmental Health	Ensuring that places where alcohol is sold are safe. Monitoring and enforcing legislation around alcohol. Regulating hours of operation for places where alcohol is sold Ensuring that all places where food is sold are safe. Protection from pollution and noise. Timeliness of processing consents.
Parking Compliance	Patrolling parking spaces throughout the District. Patrolling disabled persons' parking spaces.
Planning Services	We take care of the environment. New businesses and residential developments integrate well into the City. Consultation with residents about Resource Management issues. Timeliness of processing consents.

## 3.2 SERVICE DRIVERS

### 3.2.1 Community Expectations

Applicants have an expectation that their application will be processed professionally, efficiently and effectively and that they will be kept informed of its progress.

There is an increasing expectation that Requests for Service will be responded to efficiently and, where appropriate, parties informed of the outcome.

The community expectations are that the service will progressively use technology and that the community will have multiple options to engage, for example web based, face to face, and paper.

In providing Regulatory Services the Activity uses the EVADE (educate, voluntary compliance, assisted compliance, directed compliance, enforcement) model to work with the community.

### 3.2.2 Legislative Requirements

The key pieces of legislation that impact on the Levels of Service provided by Regulatory Services are:

Legislation	Relevant Requirements	Impacts on Levels of Service
Animal Welfare (Dogs) Code of Welfare 2010	Care of dogs in Animal Care Facilities.	Details minimum standards for animal care facilities.
Building Act 2004	Section 3 sets out the key purpose of the Act as it relates to our services, being to provide for the regulation of building work, the establishment of a licensing regime for building practitioners, and the setting of performance standards for buildings (Section 3).	The Building Act details the processes for applications and investigation of non-compliance with the Building Code.
Dog Control Act 1996	Section 4 requires Council to make provision for the care, control and damage caused by dogs.	The registration of dogs and their care and control. Implementation of the dog control policy and bylaw.

Legislation	Relevant Requirements	Impacts on Levels of Service
Food Act 2014	Section 3 details the purpose of the Food Act which for Territorial Authorities focuses on the suitability and safety of food for sale.	The registration and verification of Food Control Plans and premises under the National Food Programme.
Heritage New Zealand Pouhere Taonga Act 2014	Section 3 of the Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.	The recognition of buildings and sites of significance within the District Plan and processing of applications where modification is proposed.
Land Transport Act 1998 and associated Regulations	The Land Transport Act and associated Regulations relate to the issuing of infringements for stationary vehicle offences.	
Litter Act 1979	This Act provides enforcement powers in relation to litter offences.	The investigation of littering offences and enforcement where possible.
Local Government Act 1974 and 2002	Section 3 states the purpose of the Local Government Act 2002 is to provide for democratic and effective local government that recognises the diversity of New Zealand communities.	The development and enforcement of bylaws, the setting of fees in addition to Council wide functions such as development of the Long Term Plan and setting of rates.
Rating Valuations Act 1998	Section 7 requires each territorial authority to prepare and maintain a district valuation roll for rating purposes.	The Level of Service is a clear audit of the three-yearly revaluation including the opportunity for ratepayers to object to their proposed valuations.
Resource Management Act 1991	The purpose of this Act is to promote the sustainable management of natural and physical resources (Section 5).	The Resource Management Act details the process for applications and investigation of non-compliance with plans, nuisance and resource consents. Ensuring fulfilment of obligations for National Environmental Standards and National Policy Statements within the District.
Sale and Supply of Alcohol Act 2012	Section 4 details the object of the Sale and Supply of Alcohol Act 2012. (a) the sale, supply, and consumption of alcohol should be undertaken safely and responsibly; and (b) the harm caused by the excessive or inappropriate consumption of alcohol should be minimised.	The development of a Local Alcohol Policy and the lodgement and processing of managers' certificates and licences in a way that promotes the objects of the Act.

### 3.2.3 Industry Standards and Guidelines

There are a number of industry standards and guidelines that are relevant to the Regulatory Services Activity. The majority of these standards, policies, procedures and guidelines are set by government departments, such as the Ministry for Primary Industries and the Ministry of Business, Innovation and Employment.

The Regulatory Services Activity also utilises a number of New Zealand and International Standards. For example, New Zealand Noise standards are utilised to measure and enforce breaches of noise rules or to respond to noise complaints.

There are also a number of best practice principles and guidelines utilised in the work of the Regulatory Services Activity, such as the Urban Design Protocol, and Crime Prevention Through Environmental Design guidelines.

The Building Control Authority's service is assessed through IANZ and the food activity is audited by the Ministry for Primary Industries.

### 3.3 LEVELS OF SERVICE

#### 3.3.1 Customer Levels of Service, Performance Measures and Targets

How the Activity Contributes	Customer Level of Service	Regulatory Function	Measure of Service	Target
Promote development that occurs in a way that provides for effective and sustained economic growth, while meeting minimum environmental and health standards.	Development applications are assessed against Council's regulatory responsibilities	Building Services Planning Services Environmental Health (food and alcohol)	Building, resource consent, food and alcohol applications are processed in accordance with the quality manual and statutory timeframes.	<ol style="list-style-type: none"> <li>100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.</li> <li>100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.</li> </ol>
The community's compliance with legislation and Council policies and bylaws enables people to live closely together in a safe environment.	The community's requests for service are investigated and substantiated issues resolved	Planning Services (Resource Management, DLC Support, Property Valuation Database) Building Services Environmental Health and Compliance Services (Food, Alcohol Inspector, Environmental Health, Animal Control and Parking)	The efficient and effective processing of requests for service relating to environmental compliance.	<ol style="list-style-type: none"> <li>80% requests for service are investigated and responded to within 20 working days.</li> </ol>

How the Activity Contributes	Customer Level of Service	Regulatory Function	Measure of Service	Target
The District Plan prioritises key heritage buildings across the District and earthquake-prone building legislation is implemented.	Significant heritage is protected within Invercargill.	Building Services	Identification of potentially earthquake prone buildings.  Promotion of incentives to owners of heritage buildings, especially when undertaking earthquake strengthening.	4. Priority, potentially earthquake prone buildings identified by 1 July 2022.  5. Non-priority, potentially earthquake prone buildings identified by 1 July 2027.  6. Earthquake prone buildings incentives are developed and implemented.
Providing opportunities for development across the District.	The community is able to engage with the development and review of plans relating to development in the City.	Planning Services (Resource Management, DLC Support) Building Services Environmental Health and Compliance Services (Alcohol Inspector, Environmental Health, Animal Control and Parking)	The regular review of plans and bylaws relating to Regulatory Services, including the opportunity for public consultation.	7. Plans and Bylaws detailed in 2.2.2 are reviewed regularly.
An increasing utilisation of technology to enable stakeholders to more easily engage with our services.	Customers have options on how they engage the staff and lodge their applications.	Planning Services (Resource Management, DLC Support) Building Services Environmental Health and Compliance Services (Food, Alcohol Inspector, Environmental Health, Animal Control)	Increasing percentage of applications lodged, processed and inspected electronically.	8. 80% of applications are lodged, processed and inspected electronically within five years of the service being offered.

How the Activity Contributes	Customer Level of Service	Regulatory Function	Measure of Service	Target
		Planning Services (Resource Management, DLC Support) Building Services Environmental Health and Compliance Services (Food, Alcohol Inspector, Environmental Health, Animal Control)		9. 100% of Regulatory Services application types can be lodged electronically within 10 years.

### 3.3.2 Technical Levels of Service, Performance Measures and Targets

Technical Measure	Target	Regulatory Function
Changes to the District Plan are undertaken in a timely manner.	Six monthly report of issues to Regulatory Services Committee for their consideration.	Resource Management
Digitisation of property files.	100% of files digitised by 2028.	Planning Services
Retention of IANZ accreditation for Building Services.	Accreditation retained July 2018 and every two years thereafter.	Building Services
Building Warrants of Fitness remain current with respect to timeframes and compliance schedules.	100% of occupied buildings containing specified systems are maintained and audited.	Building Services
Consideration of engineering assessments for earthquake-prone buildings	100% of assessments considered within 20 working days.	Building Services
On site inspections undertaken within two working days of request	95%	Building Services
Retention of Notification of Recognition under Section 35, Food Act 2014. Verification of staff competencies	Notification retained February 2019 and every two years thereafter. Competencies verified in 2017 and every two years thereafter.	Food
Respond to complaints regarding aggressive dogs within 60 minutes.	95%	Animal Control
Promotion of good animal welfare practices.	Update message on Animal Control vehicles quarterly. Annual animal education programme.	Animal Control
Noise complaints are investigated.	95% complaints responded to within one hour.	Environmental Health
Information on Council's website remains current.	Website content reviewed annually and reflects changes to legislation and changes to Council policy and plans.	Planning Services (Resource Management, DLC Support, Property Valuation Database) Building Services Environmental Health and Compliance Services (Food, Alcohol Inspector, Environmental Health, Animal Control and Parking)

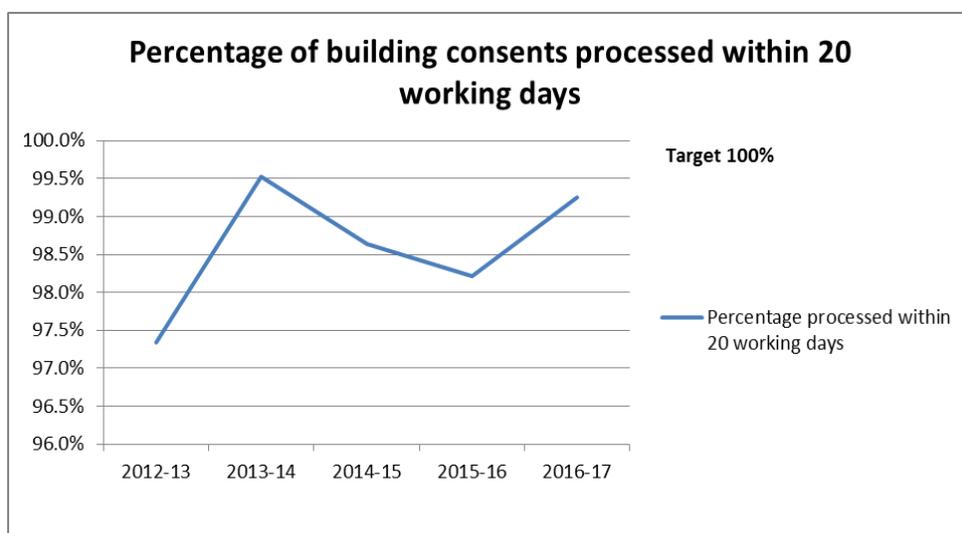
Technical Measure	Target	Regulatory Function
Cases that go to Court are procedurally robust	100%	Planning Services (Resource Management, DLC Support, Property Valuation Database) Building Services Environmental Health and Compliance Services (Food, Alcohol Inspector, Environmental Health, Animal Control and Parking)
Parking patrols of Council managed parking spaces undertaken.	Service provided six days per week.  Average hours of patrolling per week to be reviewed.	Parking

### 3.3.3 Performance Reporting

Key Levels of Service are presented to Council's Regulatory Services Committee which meets six-weekly. The Levels of Service and how this information is presented is set out below using the Target numbers detailed in Section 3.3.1. In some areas, current information is not being collected and reports have yet to be developed. This is a matter that will be addressed as a continuous improvement over the life of this Activity Management Plan.

1. 100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.
  - (a) Building consents lodged and processed within 20 working days.

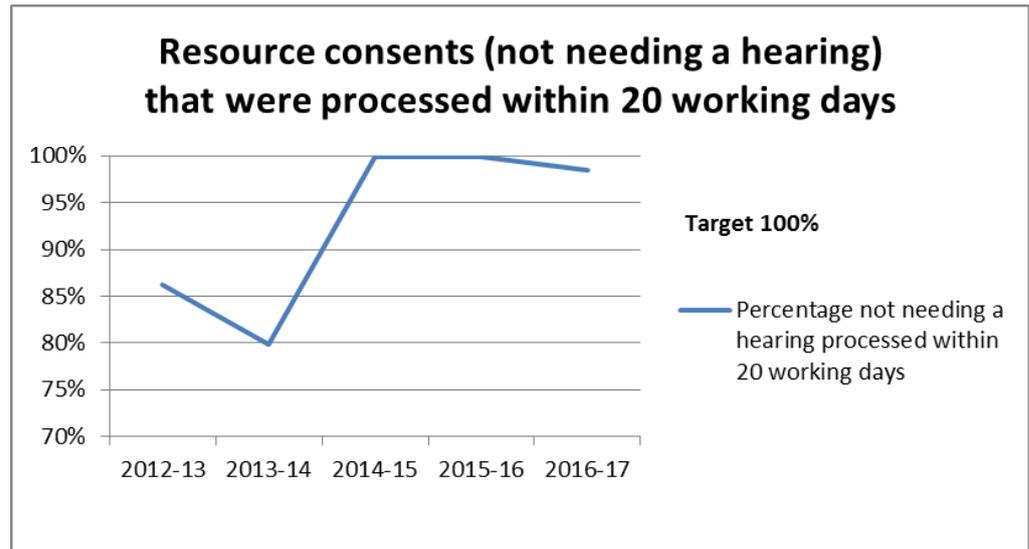
Year	% processed within 20 working days
1/07/2012 – 30/06/2013	97.34%
1/07/2013 – 30/06/2014	99.52%
1/07/2014 - 30/06/2015	98.64%
1/07/2015 - 30/06/2016	98.22%
1/07/2016 - 30/06/2017	99.25%



- (b) Non Notified Resource Consents not needing a hearing processed within 20 working days.

01/07/2012 – 30/06/2013*	86.2%
01/07/2013 – 30/06/2014*	79.8%
01/07/2014 – 30/06/2015	99.94%
01/07/2015 – 30/06/2016	99.93%
01/07/2016 – 30/06/2017	98.48%

\* prior to electronic recording of s37



- (c) Food applications issued within 20 working days

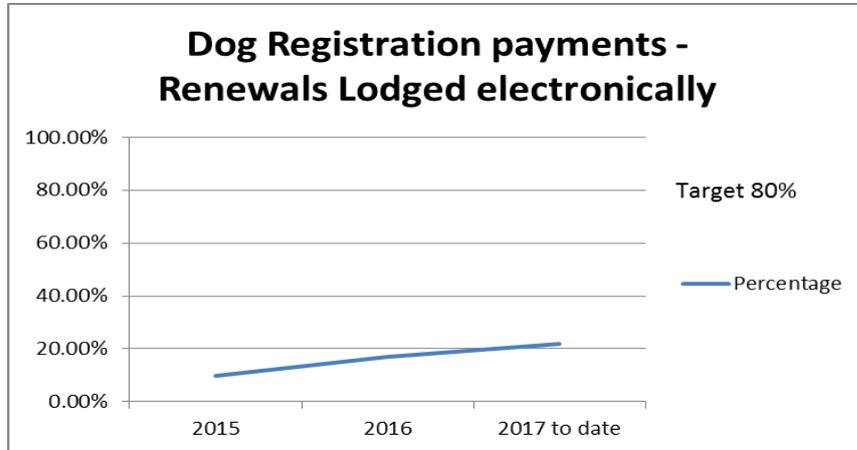
Currently unable to retrieve this data. Identified in Section 10.1.

2. 100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.  
This data is currently not recorded. Identified in Section 10.1.
3. 80% requests for service are investigated and responded to within 20 working days.  
The requests for service procedure is not universally used within Council and the Directorate. These statistics are currently unreliable. Identified in Section 10.1.
4. Priority, potentially earthquake prone buildings identified by 1 July 2022.  
Annual Report to Regulatory Services Committee.
5. Non-priority, potentially earthquake prone buildings identified by 1 July 2027.  
Annual Report to Regulatory Services Committee.
6. Earthquake prone buildings incentives are developed and implemented.  
Annual Report to Regulatory Services Committee.
7. Plans and Bylaws detailed in 2.2.2 are reviewed regularly.

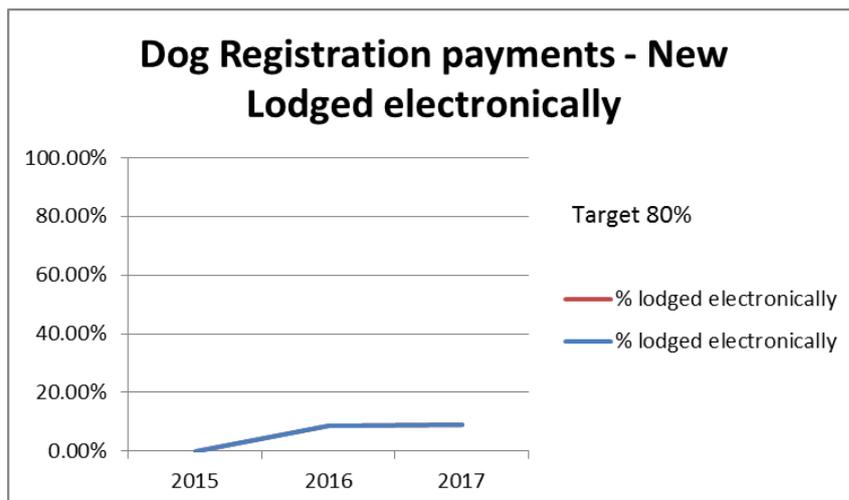
Annual Report to Regulatory Services Committee.

8. 80% of applications are lodged, processed and inspected electronically within five years of the service being offered.

- (a) Dog Registration Payments – Renewals lodged electronically



- (b) Dog Registration Payments - New



On line registration of New dogs has only been available since the middle of 2016.

- (c) Resource Consent applications

Applications have been able to be lodged electronically since 1 November 2016.

- (d) Land Information Memorandum (LIM) applications

Applications have been able to be lodged electronically since 1 July 2017.

9. 100% of Regulatory Services application types can be lodged electronically within 10 years.

There are currently 59 application types. Eleven application types were able to be lodged electronically as at 1 November 2017.

## **3.4 LEVELS OF SERVICE ISSUES AND CHALLENGES**

### **3.4.1 Current Levels of Service Gaps**

Currently, Council operates a paper-based system for the receipt, processing and inspection of the majority of its applications. Electronic lodgement is currently only available for two application types (Land Information Memorandums and resource consents). Therefore, currently the proportion of applications lodged electronically is low. The community's expectation is that all applications will be able to be received, processed and inspected electronically within the foreseeable future.

Currently 2,228 (7.14%) of the 31,217 property files have been digitised (including historical files). The digitisation of files is a prerequisite to enable the efficient electronic processing of applications.

Ratepayers currently access Council's website looking for up-to-date information on the services we provide and copies of Council's policies and procedures, as well as seeking the opportunity to lodge and pay for applications. There is the expectation that this information is available and regularly updated.

Earthquake prone building legislation took effect from July 2017. This legislation requires Council to undertake assessments to identify potentially earthquake prone buildings, to consider engineering assessments and to determine whether a building or part of a building is earthquake prone, and if it is what its earthquake rating is.

### **3.4.2 Possible Responses to Gaps**

Over the next 10 years, it is anticipated that all application types will be able to be lodged electronically.

It is anticipated that all property files will be digitised. Four staff have been engaged to undertake this project as well as the purchase of scanning equipment.

Additional resource may be required to ensure that information on the website remains current.

To assist the strengthening of earthquake prone buildings, particularly those having heritage values, Council has indicated that it will develop a range of financial incentives to encourage strengthening instead of demolition.

## 4. Demand for Our Services

### 4.1 DEMAND FORECAST

#### 4.1.1 Factors Influencing Demand

Demand for the Regulatory Services activity is largely a reflection of Government legislation and Council policies and bylaws. Some change in legislation increases the demand for Council services (e.g. earthquake-prone building legislation) while others can have the opposite impact (e.g. changes to fencing requirements for spa pools).

Recent changes to the Resource Management Act have introduced some new procedures where simple resource consent applications can be granted with minimal processing. If similar changes are implemented for other key pieces of legislation, this will have an impact on the demand for Regulatory Services and how these are provided.

The Long Term Plan assumes that the local economy of Invercargill City and Bluff will remain steady or grow at a steady rate. Growth in the economy is directly reflected in the number of applications received by Regulatory Services e.g. building and resource consent applications.

Technological changes will impact on the way the Regulatory Services Activity provides its service and the way stakeholders engage with us. Regulatory Services has started to provide stakeholders with the opportunity to lodge applications electronically and it is anticipated by the end of this Long Term Plan, which is 2028, the majority of our applications will be lodged electronically. Maximising technology to assist stakeholders in understanding our processes will also provide an improved service. For example, rather than having the District Plan on Council's website in a PDF format, the revised plan will be interactive in that stakeholders will be able to click on a property in the planning maps and the user will be referred to the appropriate Plan provisions. It is also anticipated that the parking service will be provided in a different way. Currently, most parking spaces in the city centre are metered using a parking meter, and it is likely that a form of Pay and Display will be introduced which will alter the way parking compliance is undertaken.

Over the next 10 years, Regulatory Services will move from a predominantly paper based service to an electronic service. The first step in this process is the digitisation of property records. There are approximately 31,217 paper property records for the District and a programme of works has commenced which should have these properties scanned electronically by 2028. In conjunction with this project is the processing of applications electronically. Resource management currently processes all resource consents electronically and it is anticipated that over the period of the Plan food and alcohol applications will be processed electronically, followed by building consents.

Staff who provide our services receive ongoing training to ensure their approach to clients is professional, their knowledge is up to date, and they are aware of their health and safety responsibilities.

Regulatory Services operates within a Quality Management system based on ISO17020. The Building Consent Authority Quality System is audited two-yearly in accordance with the Building (Accreditation of Building Consent Authorities) Regulations 2006. In order to undertake Food Verifications for premises under

the Ministry for Primary Industries National Programme, Council's Quality System is externally audited every three years. It is anticipated that these systems will merge as one over the next 10 years.

The Quality System details the core competencies for the roles in the Directorate, their assessment and training to maintain/improve core competencies. Competencies range from technical knowledge to problem solving to interpersonal skills.

#### **4.1.2 Projected Growth or Decline in Demand for the Service**

Graphs 1 to 5 below illustrate the last five years demand for Regulatory Services. Indicative changes in the service are shown by a dotted line.

Resource consents are expected to remain static or decrease in response to changes in legislation.

Given the relatively static number of properties within the Invercargill District, it is anticipated that the current rating revaluation contractor will have the resources to continue providing this service with no significant increase in fees.

It is anticipated that the number of building consent applications will increase slightly in response to the implementation of the Earthquake Prone Building legislation and the revitalisation of the City Centre and population growth.

It is anticipated that the number of alcohol and food related premises will increase slightly to reflect the changes in population growth and the increasing numbers of tourist stays within the District. It is anticipated that most new premises will be located in the rejuvenated City Centre. The Invercargill Licensing Trust has indicated that over the life of this Plan it will be developing a new five-star, 60-bed, hotel within the City Centre.

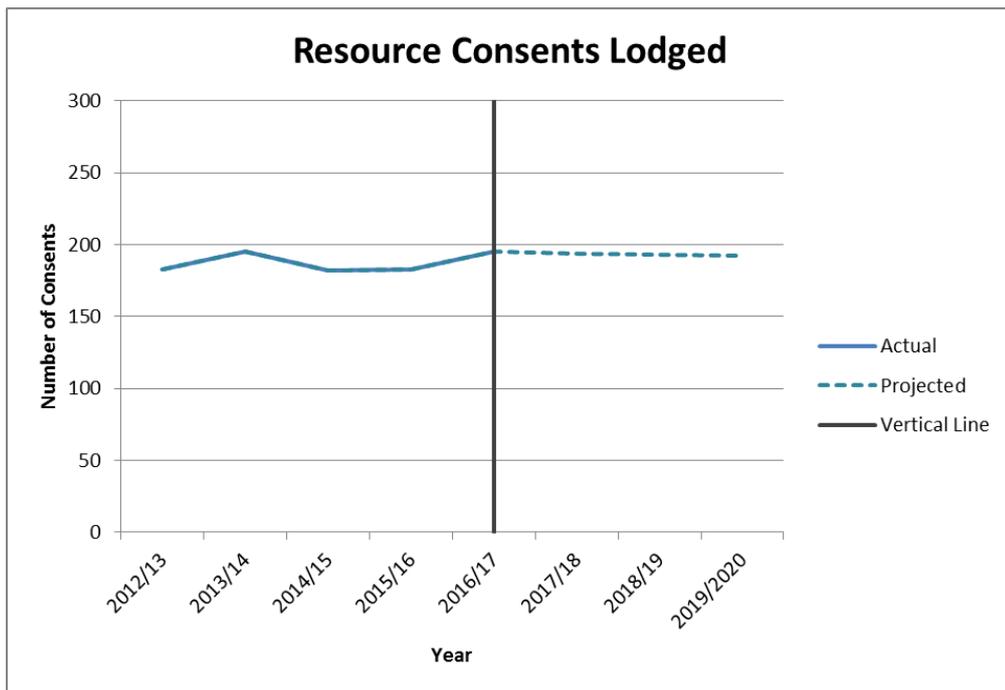
Changes in technology are likely to alter the way Council provides its parking compliance service. It is anticipated over the life of this Plan that the coin operated meters will be replaced with electronic parking meters. This change in technology will provide for card payment and alert parking officers when a vehicle remains in a car park after the expiry of the allotted time. For this reason a review of the patrolling hours for Parking Services has been identified in Section 3.3.2.

The number of dog registrations has been increasing and it is unclear whether this is a reflection of previously unregistered dogs becoming registered or an increase in the overall dog population.

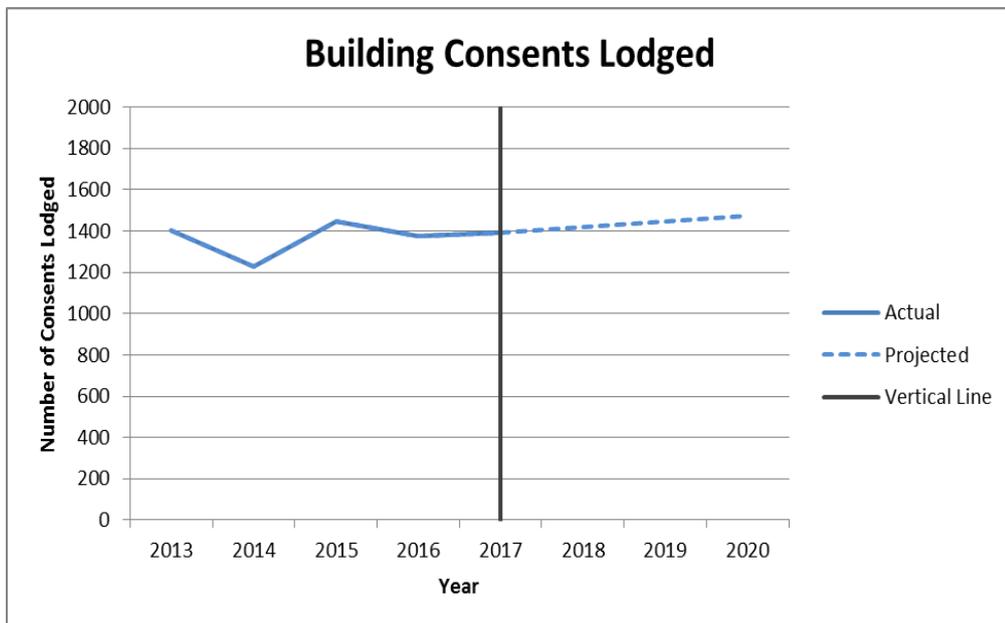
The community has identified a concern over the high level of Hepatitis C within the Invercargill community. The spread of Hepatitis C is often linked to the sharing of needles including needles associated with skin piercing and tattooing. The Environmental Health team is currently consulting the business community to see whether a Bylaw is an appropriate regulatory response to this issue. Should a Bylaw be implemented it is anticipated that there will be sufficient resource within the team to undertake an annual inspection.

It is anticipated that the current resourcing of Regulatory Services Activity will be sufficient to respond to changes in the demand for service during the period of the Long Term Plan.

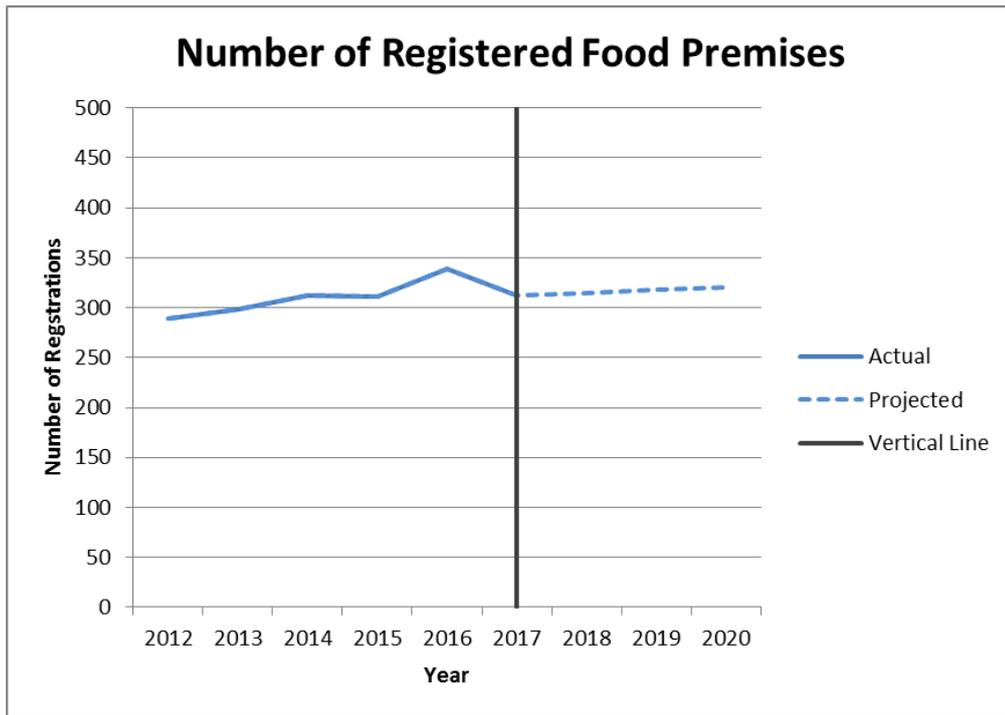
**GRAPH 1**



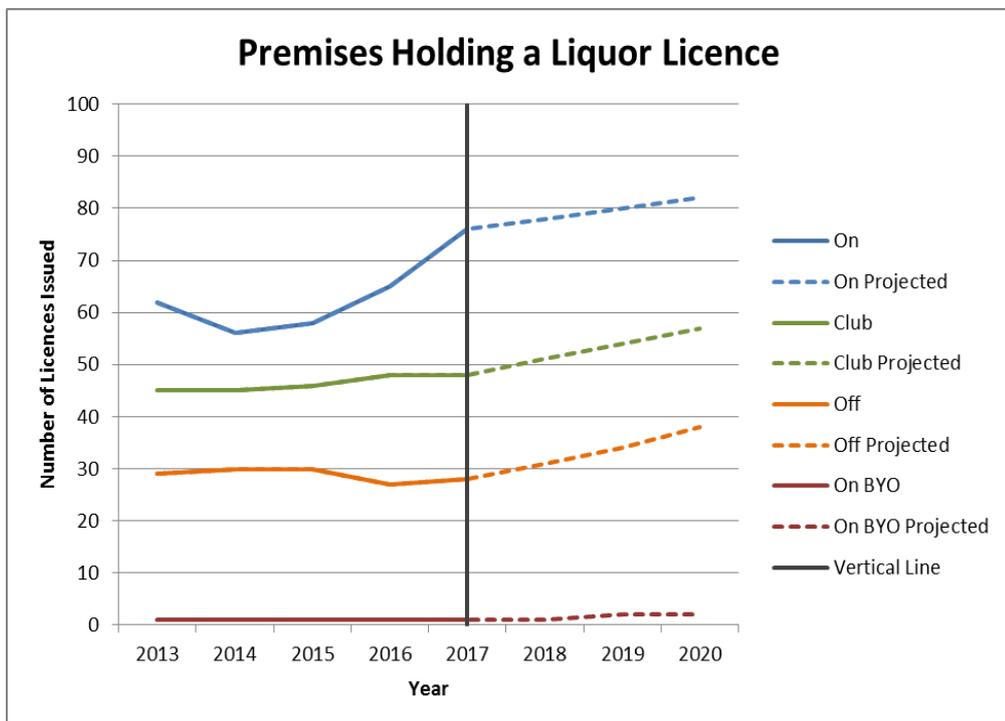
**GRAPH 2**



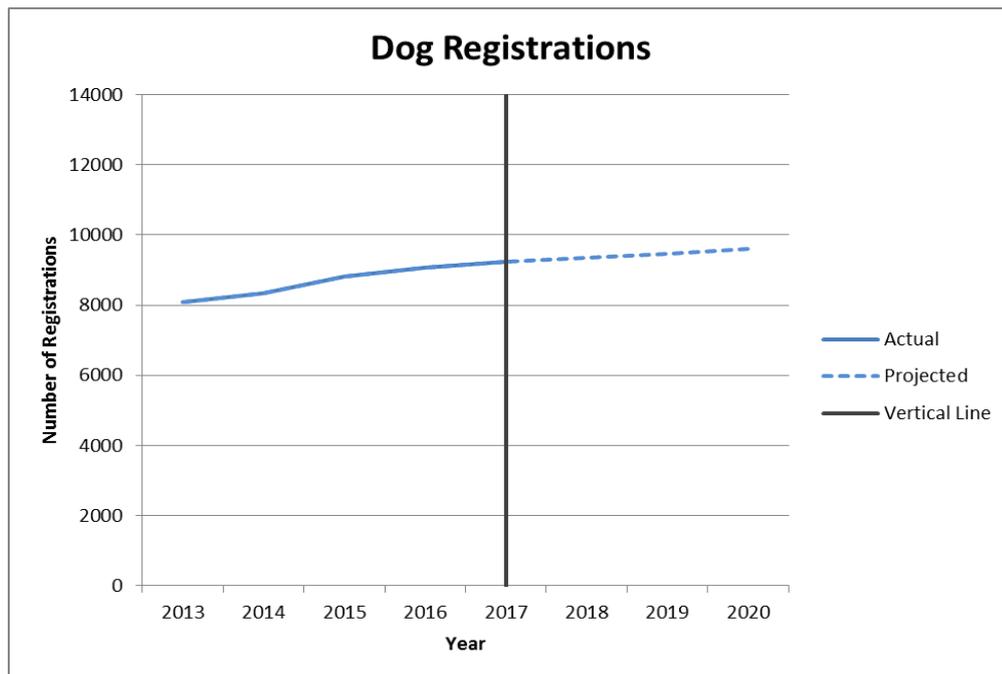
**GRAPH 3**



**GRAPH 4**



**GRAPH 5**



#### **4.2 CHANGES IN SERVICE EXPECTATION**

There is an increasing expectation from members of the community that they can engage with Regulatory Services via electronic means. This expectation is especially prominent with businesses who lodge applications with Invercargill and other Councils who offer a greater range of electronic services.

There is a community expectation that Council will take a lead in preserving and protecting the heritage features of the inner city.

#### **4.3 EXPECTED IMPLICATIONS FOR THE ACTIVITY**

It is anticipated that greater use of technology will enable greater efficiency and effectiveness in the processing of applications. This is because electronic lodgement of applications includes required fields to be completed and therefore a minimum level of detail needs to be lodged to enable processing to occur.

Council has indicated that it wants to establish financial incentives for heritage building owners who need to strengthen their buildings to comply with earthquake legislation. It is assumed that the community is willing to fund the financial incentives to assist heritage buildings to be strengthened and retained.

The greater use of technology and up to date information being available on Council's website are expected to improve the customer satisfaction of clients and improvements in the levels of service should result in improved customer service for our activities. It is anticipated that satisfaction levels will improve in Council's next customer satisfaction survey.

#### **4.4 FUTURE DEMAND ISSUES AND CHALLENGES**

Regulatory Services needs to respond to the community's demand for electronic processes and data. The property digitisation, electronic lodgement project and

development of an E-plan District Plan are key projects which have been identified to meet future demand.

Changes in legislation may require Regulatory Services to review both the service it provides and the way it is provided. For example, recent changes to the Resource Management Act indicate that a 10 day, fast track consent process will become available in October 2017 and minor projects may no longer need a resource consent application.

Invercargill City Council continues to work closely with adjacent local authorities to deliver a similar service and Council has contracts in place with some neighbouring authorities to provide them with professional services e.g. food and alcohol services for Clutha District and animal services to cover periods of leave for Southland District. Further opportunities to share services will continue to be explored.

To assist the Council to gain an understanding of the Invercargill economy and demand for Regulatory Services, the following data will be presented to the Regulatory Services Committee.

- Number of applications received (building consents and resource consents)
- Number of earthquake-prone building notices sent
- The number of property sales within the District.
- The number of LIM applications.
- Number of parking infringements issued
- Number of enforcement/prosecutions undertaken

#### 4.4.1 Possible Demand-related Responses

It is anticipated that Council's property files will be digitised by 2028 and that the electronic lodgement of all types of applications will also be available by 2028. If, however, the demand from the community for these electronic based services is greater than anticipated, the resourcing of these projects may need to be increased so that they are available sooner.

Response	Pro (Outcome)	Contra (Outcome)
Increase resource for digitising property files	Electronic property files are available ahead of current schedule	Additional staff resource allocation for this project
Increase resource for developing electronic processes	Electronic lodgement, processing and inspection is implemented ahead of current schedule	Additional staff resource allocation for this project
Development of a combined RMA plan for Southland before 2028	A consistency of approach for development across Southland	The investment in the reviewed District Plan (which has a life of 10 years) will not be fully realised Political commitment to this process will be required

#### 4.4.2 Managing Expectations

Regulatory Services is responding to community expectations with respect to processing times for applications and greater use of digital technology. The expectations relating to earthquake-prone buildings and heritage are yet to be clarified and public consultation on options will be developed towards the end of 2017/early 2018.

## 5. Asset Profile

### 5.1 ASSET OVERVIEW

With respect to assets, the Regulatory Services Activity relies on the Finance and Corporate Services Directorate of Council providing it with a building and technology suitable for the operation of our Activities. The Activity owns vehicles, which are purchased and maintained in accordance with Council's Vehicle Policy. Other incidentals, such as mobile phones, iPads, noise monitors and moisture meters, are managed and calibrated by individual managers.

The Environmental Health and Compliance Manager has entered into a Service Level Agreement with the Building Assets Team of the Works and Services Directorate of the Invercargill City Council to manage the Animal Care Facility at 11 Lake Street. The Assets Team is responsible for the buildings and plant maintenance. Contractors are engaged to carry out electrical, mechanical and specialty maintenance work. The Animal Care Facility is owned by Invercargill City Council and a Licence to Occupy five bays with Southland District Council. In 2017 an outdoor exercise area was developed with four separate enclosures.

## 6. Sustainability, Risk and Resilience

### 6.1 SUSTAINABILITY

The Local Government Act requires Council to take into account the social, economic and cultural interests of people and communities, the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations by taking a sustainable development approach. Sustainability can be defined as:

***Development which meets the needs of the present generation without compromising the future generation from meeting their own needs***  
(Brundtland Report, 1987).

#### 6.1.1 Social and Cultural

The Regulatory Services Activity sets, implements and enforces minimum standards for development and activity within the District which enables the community to operate with a low level of nuisance e.g. the District Plan contains maximum limits for noise which ensures the community is not subject to excessive noise throughout the day. The Animal Services Activity also controls wandering dogs and places additional responsibility on owners of dogs which are aggressive and dangerous. Premises where food and alcohol are served are audited to ensure businesses provide the services in a safe and responsible manner.

The enforcement of legislation and Council policies can be viewed by some members of the community as having a negative impact on their lifestyle. For example, the owner of a dangerous or menacing dog may feel that it is an imposition to adequately fence their property, desex their dog or for the dog to wear a muzzle in public. Likewise, the manager of a licensed premises may feel that the imposition of closing hours may have a negative impact on their business's profitability.

#### 6.1.2 Environmental

Minimum environmental standards for development are detailed in the Building Act. The District Plan promotes sustainable development through a range of methods such as containment of stormwater in rural areas for domestic irrigation, the promotion of renewable energy sources and the protection of indigenous biodiversity. A significant sustainability discussion occurring in the Central Business District is the sustainability of heritage buildings given increasing building maintenance costs and the potential need to strengthen masonry buildings against earthquake damage.

Developers may feel that adherence to legislation may slow the progress of their development and incur additional costs that they feel are not value for money. For example, a development may require a resource consent because it does not comply with the car parking environmental standard. The ongoing need for a current Warrant of Fitness for a commercial building to ensure that all life safety systems have been regularly checked and maintained can also be seen as a procedural as well as a financial impediment.

### **6.1.3 Economic and Financial**

Regulatory Services is funded both via rates and through user charges. The ongoing operational expenditure of the Activity also includes expenditure for service and loans which have been raised to fund the Animal Care Facility.

The philosophy for Regulatory Services is for the ratepayers to fund the development of policies and plans and the resourcing of customer enquiries. Fees and charges have been structured to enable applicants to pay the full cost of the processing and inspection of their applications.

Councillors recognise this tension between the public and private good of the services offered, and this is often realised in submissions to the proposed fees and charges.

An overarching sustainability matter for the Regulatory Services Activity is the ongoing ability to attract and retain professional staff. Retaining contracts with other councils is one way of ensuring there is a critical mass of professional and technical expertise.

### **6.1.4 Summary of Sustainability Challenges and Issues**

Council is constantly recalibrating the balance between the community's expectations for enforcement of its regulatory powers and what is acceptable community behaviour e.g. dog ownership versus barking dog nuisance and dog attacks.

## **6.2 RISK**

The Council recognises that it is obliged to manage effectively and to review regularly its risks at a strategic, operational and project level. The Council has done this by developing a Risk Management Framework and a range of risk management processes that apply across the organisation. Risk assessment is a major consideration in planning and budgeting processes at all levels within the Council. Risks must be considered and documented as part of the justification for undertaking our activities. Risk assessment and monitoring must form part of the management of operational activities. The Chief Executive and the Council encourage the taking of controlled risks to better improve the effectiveness and efficiency of the services and functions that the Council provides on behalf of the community, provided the resultant exposures are acceptable.

In order to achieve the objectives for the Regulatory Services Activity there are some common risks across this Activity:

- Securing and maintaining a work force who have the appropriate technical, professional and customer service attributes. This risk is experienced by some smaller local authorities but is not our current experience.
- The move to greater utilisation of technology is unable to be realised either through a lack of resourcing or the unavailability of corporate computer systems such as Council's website. Corporate support services are available to enable the website to be regularly updated and applications to be lodged electronically.
- Adherence to legislation. The employment of an in-house solicitor reduces the risk associated with officers undertaking functions beyond their

responsibilities under legislation and reduces the risk of inadequate investigations.

### 6.2.1 Risk Framework/Standard

Council has previously adopted a risk management process that is consistent with Australian/New Zealand Standard AS/NZ 4360 which defines risk assessment and management. The key risk criteria adopted for assessing the consequences of identified risks are:

- Community Health and Safety.
- Loss of Service – Extent/Duration.
- Service Delivery – Customer Impact.
- Invercargill City Council Financial Impact.
- Financial Community.
- Corporate Image and Reputation.
- Legal Compliance.

The Corporate Framework for assessing Risk is included in **Appendix 1.09**.

It should be noted that Council is undertaking an organisation wide review of risk management practices in the 2018/19 financial year and this may impact on how risk is assessed and managed. Results from this review will be included in Management Plans where necessary and risk assessments will be updated as required.

## 6.2.2 Risk Identification and Assessment

Activity	Risk Event	Caused By	Consequence							Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
			Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)	Current Practice				Recommended Actions	
Planning Services (Objectives (a) and (b))	District Plan becomes outdated	District Plan Changes not being undertaken.	1	3	3	2	4	2	2.35	E	L	Undertake District Plan review. Present issues to Regulatory Services Committee for direction.	No change.	
Planning Services (Objective (h))	Implementation for triennial revaluation not passed by the Office of the Valuer General	Inconsistencies with revaluation process and non-compliance with the legislation and rules applying to revaluation	1	5	5	4	5	4	3.85	D	M	Engage external consultants experienced in mass appraisal for rating valuations.	No change	
Building Services (Objectives (a), (b) and (e))	Accreditation as a Building Consent Authority is not retained	Non-compliance with adopted quality system	1	5	1	2	5	1	2.15	E	L	Retaining accreditation and addressing issues raised during the IANZ accreditation process.	Continuous Improvement of the Quality Management System is undertaken through staff input and internal audits.	

Activity	Risk Event	Caused By	Consequence						Weighted Averaged Consequences Score	Likelihood	Risk Severity	Controls	
			Health and Safety (0.20)	Service Delivery – Customer Impact (0.15)	ICC Financial Impact (0.20)	Financial – Community (0.15)	Corporate Image and Reputation (0.10)	Legal Compliance (0.20)				Current Practice	Recommended Actions
Environmental Health and Compliance (Environmental Health Objective (a), Parking Activity Objective (b), Animal Services Objectives (a) and (b))	Serious harm to staff members	Violence during site investigations and visits.	5	1	1	1	3	4	2.60	D	M	External contractors provide high risk services, e.g. Noise control  Staff receive training on how to keep themselves safe during visits to private property.	No change.
Environmental Health and Compliance (Environmental Health Objective (a))	Accreditation under the Food Act 2014 is not retained	Non-compliance with adopted quality system	1	5	1	2	5	1	2.15	E	L	Retaining accreditation and addressing issues raised during the MPI accreditation process.	Continuous Improvement of the Quality Management System is undertaken through staff input and internal audits.

### 6.2.3 Summary of Key Risk Issues

The key risk for Regulatory Services is the adequate resourcing of the activity to enable the service to provide the levels of service, detailed in this activity plan, and to respond to any significant changes to legislation.

### 6.2.4 Possible Approaches to Risk Mitigation

Risk Caused By	Current Practice	Recommended Actions
Changes to legislation	Undertake the development of responses in-house	To engage external consultants when the demand exceeds in-house resource capacity
Significant increase in applications lodged	To engage external consultants or other territorial authorities to assist with processing of applications	No change to current practice

## 6.3 RESILIENCE

The working definition of resilience to Invercargill City Council is the ability of the organisation to survive a crisis and thrive in a world of uncertainty. Resilience includes both planned risk management (Section 6.2) and adaptive capacity. In this context resilience refers to our capacity to adapt, rather than preparedness or recovery, which is the capacity of people, the community and systems to adapt in the face of unpredictable change the 'unknown unknowns'.

*100 Resilient Cities*\* has four dimensions and three drivers within each:

- **Health and Well-being**
  - Meet basic needs
  - Support livelihoods and employment
  - Ensure public health services
- **Economy and Society**
  - Foster economic prosperity
  - Ensures social stability, security and justice
  - Promote cohesive and engaged communities
- **Infrastructure and Environment**
  - Provide reliable communication and mobility
  - Ensure continuity of critical services
  - Provide and enhance natural and man-made assets
- **Leadership and Strategy**
  - Promote leadership and effective management
  - Empower a broad range of stakeholders
  - Foster long-term and integrated planning

\* <http://www.100resilientcities.org/resilience>

### **6.3.1 Business Continuity and Emergency Response Arrangements**

Emergency Management Southland (EMS) is a shared service between Invercargill City Council, Southland District Council, Environment Southland and Gore District Council. It focuses on ensuring communities are prepared for emergencies and that they are able to respond to and recover from these when they do happen. Specific actions include public education and ensuring a pool of trained personnel. Having this combined organisation results in streamlined decision making, faster response times and cost savings.

The Regulatory Services Activity does not currently have a business continuity plan and this is a matter that needs to be addressed Council wide.

### **6.3.2 Current and Desired Resilience Assessment**

Resilience is a topic that we are learning about from events such as the Christchurch, Kaikoura and Wellington earthquakes. Invercargill City Council is seeking to make our organisation and infrastructure more resilient. Resilience will be part of the review of risk management being undertaken in the 2018-19 financial year. (Add to Improvement Plan)

### **6.3.3 Summary of Resilience Issues and Challenges**

Training and retaining competent staff, along with the implementation of the Quality Manual, are the key resilience matters facing Regulatory Services.

## 7. Managing Our Activities

### 7.1 RESPONDING TO THE ISSUES AND CHALLENGES

Topic	Issue or Challenge	Potential Responses
Greater use of technology	Community demand for digitised property files	<ul style="list-style-type: none"> <li>To undertake digitisation process in-house.*</li> <li>To contract out the digitisation process.</li> <li>To not provide the service.</li> </ul>
	An increasing number of application types that can be lodged electronically.	<ul style="list-style-type: none"> <li>Develop a shared service for electronic lodgement with other Southland councils.</li> <li>Develop an ICC electronic lodgement process.*</li> <li>To not provide the service.</li> </ul>
	An increasing proportion of applications lodged electronically	<ul style="list-style-type: none"> <li>Promotion of the electronic lodgement service.*</li> <li>Changes in the fee structure to encourage electronic lodgement.*</li> <li>To not accept paper based applications after a specified date.</li> </ul>
	Tracking progress of applications lodged with Council.	<ul style="list-style-type: none"> <li>Enable applicants to check the status of their application on line.*</li> <li>Respond to telephone requests regarding the progress of applications.*</li> </ul>
Response to legislative change.	Amending Council's plans and processes to reflect legislative changes.	<ul style="list-style-type: none"> <li>Develop a shared service approach to policy and plan development with other Southland councils.*</li> <li>Council develops its own policy.*</li> <li>Don't respond to changes in legislation and potentially lose accreditation.</li> </ul>

Topic	Issue or Challenge	Potential Responses
Fees and charges	Balance of public/private good associated with Regulatory Services.	<ul style="list-style-type: none"> <li>• Council rates subsidise the cost associated with processing and inspecting applications.</li> <li>• There is a profit margin associated with fees for applications.</li> <li>• Costs associated with applications equal Council fees.*</li> </ul>
Heritage initiatives for earthquake prone buildings	Developing incentives that building owners want to apply for because they are seen as sufficient value.	Incentives yet to be developed by Council.

\* Indicates Council's current preference.

### 7.1.1 Programmes Evaluation

Council has previously determined to undertake digitisation of property files in-house to be funded in part from reserves. Resources have been purchased and staff engaged to undertake this function.

Council currently accepts electronic lodgement for resource consents and LIM applications. Council's Pathway computer system can be expanded to accept other regulatory applications.

Electronic lodgement of applications is currently being promoted. Some Councils offer a fee reduction for applications that are lodged electronically, which reflects the reduction in administrative time associated with lodgement of applications. Council is yet to determine whether it will offer a fee reduction.

Applicants currently phone to ascertain progress with applications. Some Councils allow applicants to track their application's progress through their websites. Council has indicated that it would like to provide this service.

Where possible, plans are jointly developed with other Southland Councils. Where there is a unique set of circumstances, an issue affecting only one Council, or Councils have a different direction, individual Council plans are developed.

Council currently operates a User-Pays philosophy for regulatory services fees and charges. The Ease of Doing Business workstream of the Southland Regional Development Strategy identified the need for all Councils to have the same building consent fees. There is ongoing discussion with the Southland Councils on this matter.

Council has indicated that it wishes to develop financial incentives for owners of earthquake prone buildings with heritage values.

## 7.2 OPERATIONS

### 7.2.1 Operation Strategy

Council currently provides its services in-house and it is its intention to continue with this service delivery model. When applications are lodged for processing they are entered into Council's corporate computer system which enables information on processing and inspections to be stored in a manner that is easily retrievable and data is saved in a robust document management system. There is an increasing desire to provide customers with options on how they engage with us, and over the next 10 years there will be an increasing opportunity for people to access our services on line.

Council's Pathway computer system enables data associated with applications to be stored and there is opportunity for extensive reporting on the data contained within this system. The Regulatory Services Activity has no control over the number of applications or registrations lodged. The Activity does need to be able to efficiently and effectively record tasks undertaken within the computer system so that the community and Council can rely on the data required for key performance indicators. For example, it is essential that staff processing building and resource consents use the computer system to identify when an application has been placed on hold while awaiting further information. This practice enables activity managers to have confidence when reporting the number of working days required to process individual consents. The internal auditor has a programme of audits of staff groups to ensure that the processes detailed in the Directorate's Quality Manual are being consistently applied.

Where possible Southland councils work together to share services and align policies e.g. local alcohol policy and dog control bylaws.

### 7.2.2 Operation Standards and Specifications

Standards and regulations that support Regulatory Services include:

Standard or Regulation	Application
Section 39B Resource Management Act 1991	Hearings Panel members and Chairs are accredited and accreditation renewed.
Building (Accreditation of Building Consent Authorities) Regulations 2006	IANZ accreditation maintained.
Rating Valuations Regulations 1998	A clear audit by the Auditor General obtained for three-yearly revaluation.
Food verification, Section 35 of the Food Act 2014	Notice of Recognition by Ministry for Primary Industries obtained and retained.
Animal Welfare (Dogs) Code of Welfare 2010	Processes have been developed to ensure adherence to the Code.

### 7.2.3 Operation Options and Alternatives

As part of its 17A review, Council explored contracting out, contracting in, and the in-house delivery of Regulatory Services. Because of the specialised nature of this activity and the need to retain corporate knowledge in-house, Council's preference is to provide this service in-house. Contractors are engaged for specialist services e.g. rating valuations, or where the service is intermittent

e.g. hearing commissioners or for after-hours services e.g. animal control and noise complaints.

### **7.3 ASSET RENEWAL/REPLACEMENT**

Council has a memorandum for service with Council's building assets team who maintain the Animal Care Facility at Lake Street.

### **7.4 RECOMMENDED PROGRAMME**

The Regulatory Services Activity has identified a number of changes to the service it wishes to deliver and these have been confirmed by the business community and elected representatives and incorporate the recommendations of the Southland Regional Development Strategy Ease of Doing Business workstream. These have been incorporated into the Activity Plan and are reflected in the levels of service proposed for this activity.

### **7.5 HOW THE ACTIVITY WILL BE RESOURCED**

#### **7.5.1 Internal Resourcing**

The Regulatory Services activity comprises three specialist teams and associated support services. These services are provided Monday to Friday from 8.00 am to 5.00 pm with animal services also provided in-house on Saturdays from 8.00 am to 5.00 pm and parking compliance services Saturdays from 10.00 am to 3.00 pm. The three specialist teams are:

- Building Services who implement the Building Act.
- Planning Services who provide resource management services, property maintenance and rating valuation services, as well as support for the District Licensing Committee.
- Environmental Health and Compliance Services who provide animal control, parking compliance, environmental health (including food and alcohol services) and environmental compliance.

Council's 17A Review concluded that Council would continue to provide and undertake the performance of regulatory functions in-house.

#### **7.5.2 Procurement Strategy**

Council has contracts in place with other service providers for the delivery of Regulatory Services not provided in-house, and for the provision of services to neighbouring councils.

Regulatory Services has developed written contracts for the following services:

- Provision of after-hours animal services to the SPCA
- Assessment of building inspectors for competencies under the Building Code
- Noise control response contract with Armourguard.
- Rating valuation contract with Quotable Value.

Invercargill City Council provides the following services to neighbouring councils:

- Animal services as required to Southland District Council
- Licence to occupy (5 bays) by Southland District Council at the Lake Street animal care facility.

- Food Act services to Gore District Council.
- Environmental health and alcohol services to Clutha District Council.
- The Southern Cluster Building Control Group agrees to support other councils with the processing and inspection of building consents as required.

## 8. Financial Management

### 8.1. *Overview*

Regulatory Services is funded from a mix of rates contribution and fees and charges.

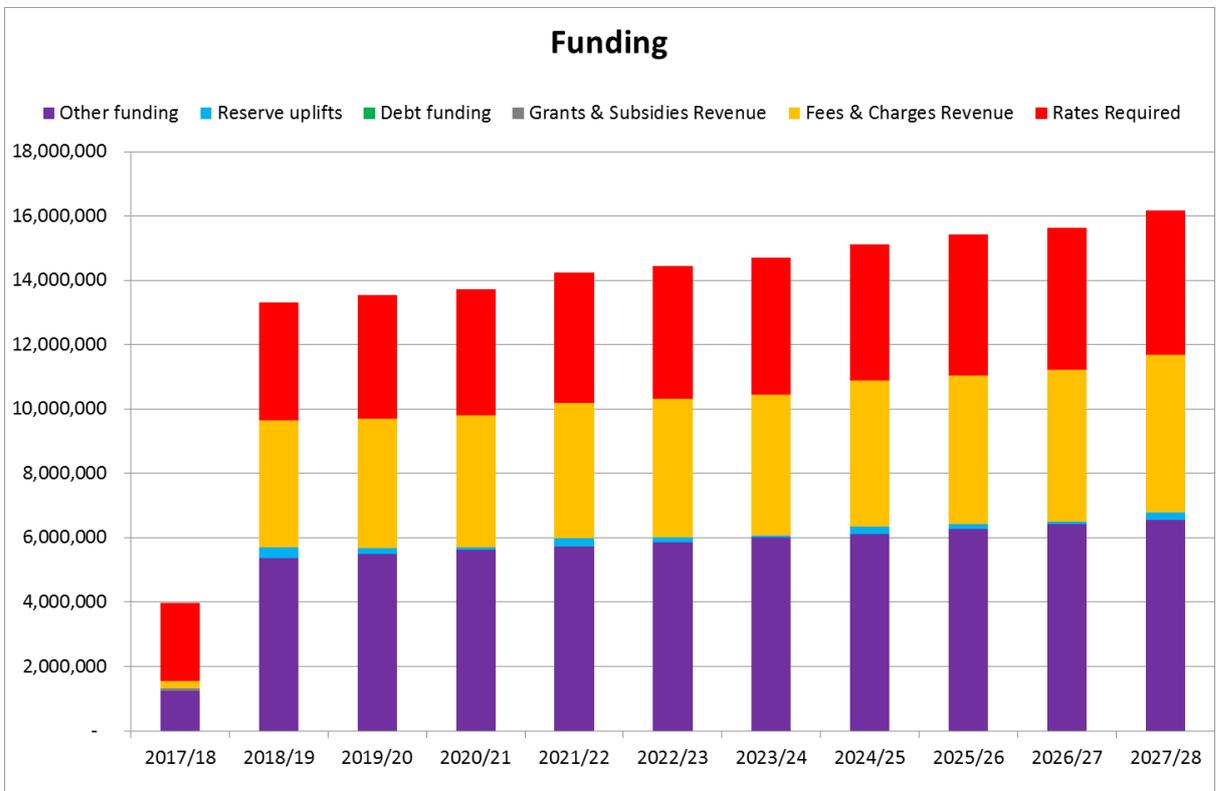
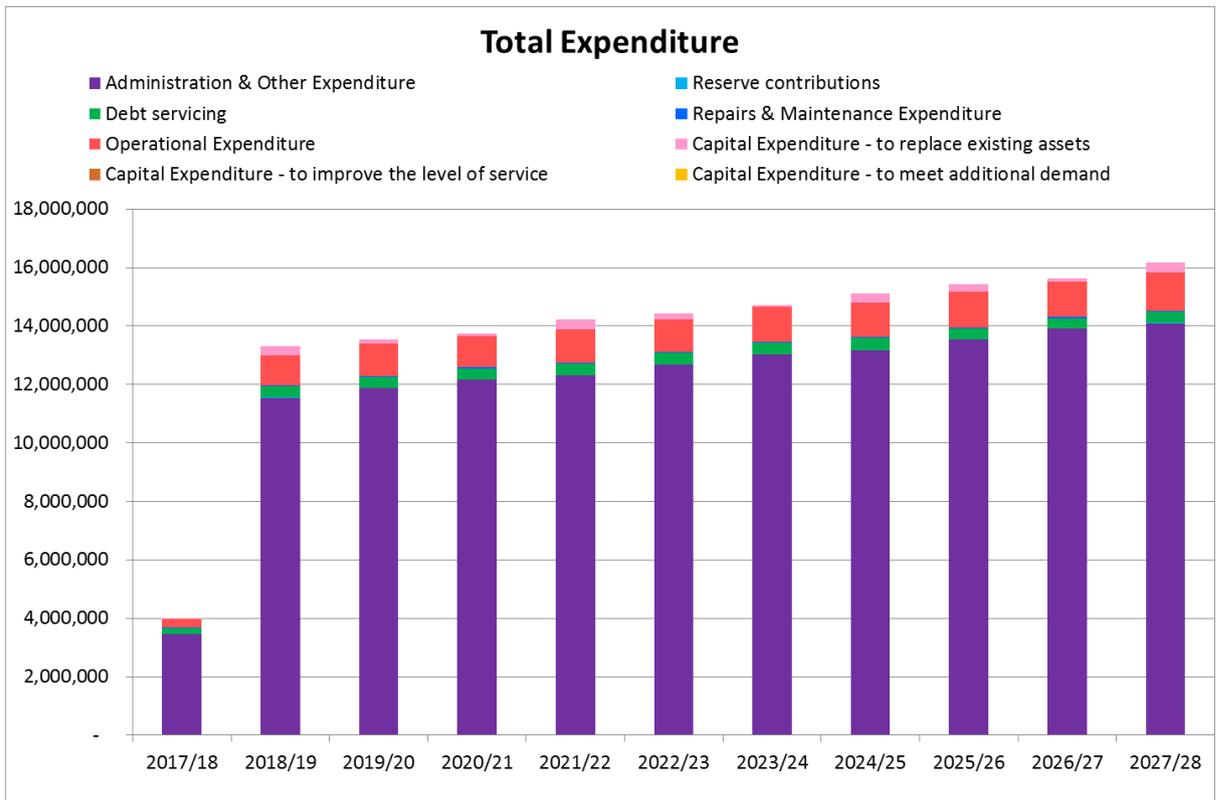
The Southland Regional Development Strategy includes a workstream called Ease of Doing Business, which includes a review of building consent fees region-wide with a view to having a consistent fees structure across Southland for building services. The results of this review will be incorporated into the next Long Term Plan.

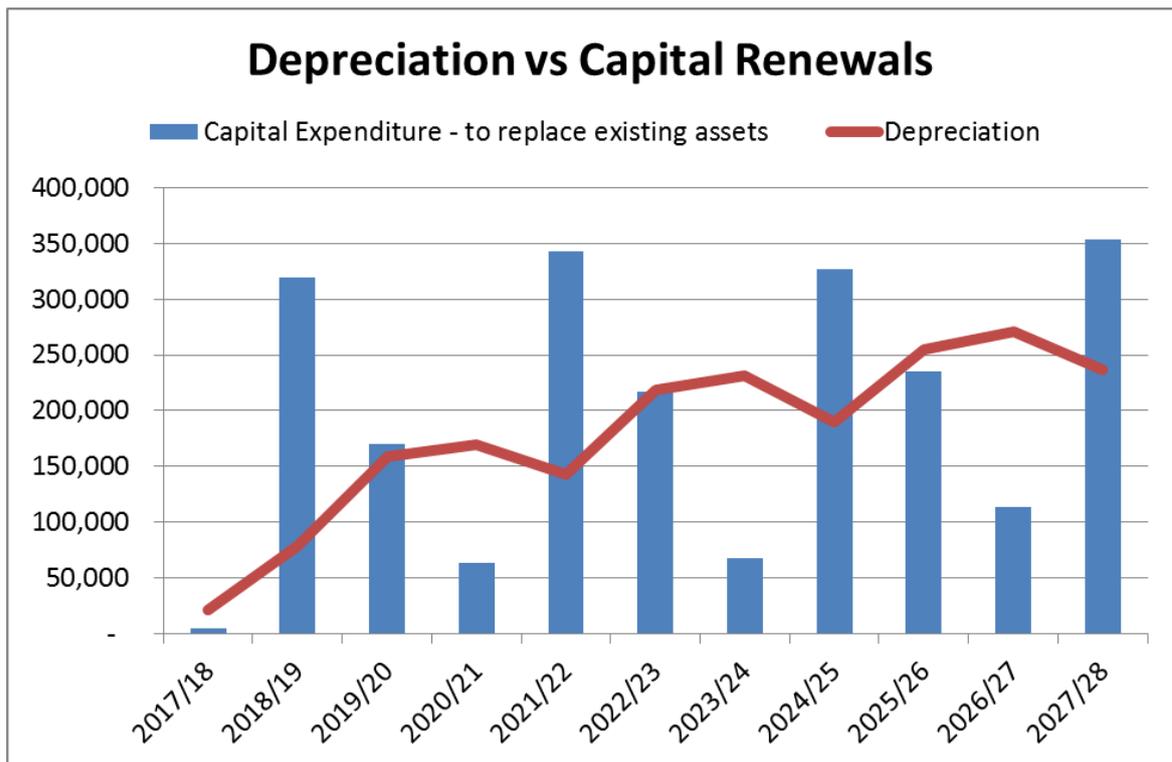
## 8.2 FINANCIAL SUMMARY - WHAT THE ACTIVITY COSTS

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Annual Plan	LTP									
Internal Revenue	1,243,942	4,818,971	4,926,871	5,037,291	5,141,536	5,255,221	5,372,974	5,483,274	5,610,813	5,737,766	5,860,411
Fees & Charges Revenue	222,472	3,955,917	4,016,069	4,104,422	4,222,794	4,291,198	4,389,895	4,525,339	4,607,634	4,727,433	4,887,567
Grants & Subsidies Revenue	70,000	0	0	0	0	0	0	0	0	0	0
Rates Revenue	0	0	0	0	0	0	0	0	0	0	0
Financial Revenue	2,065	552,782	564,842	585,440	595,526	607,153	629,054	639,826	652,645	678,035	690,741
<b>Total Revenue</b>	<b>1,538,479</b>	<b>9,327,670</b>	<b>9,507,782</b>	<b>9,727,153</b>	<b>9,959,856</b>	<b>10,153,573</b>	<b>10,391,923</b>	<b>10,648,438</b>	<b>10,871,093</b>	<b>11,143,234</b>	<b>11,438,720</b>
Internal Expenditure	1,281,070	6,537,147	6,684,045	6,834,484	6,984,921	7,139,903	7,301,093	7,460,990	7,638,770	7,812,762	7,993,882
Staff Expenditure	1,890,949	4,591,453	4,687,337	4,777,715	4,873,662	4,975,669	5,071,788	5,174,063	5,282,841	5,385,514	5,494,807
Administration Expenditure	172,164	304,016	315,049	334,200	330,131	336,632	357,445	353,783	361,455	384,929	382,102
Financial Expenditure	142,776	314,056	318,881	324,252	327,744	331,516	335,913	339,571	345,048	353,344	362,885
Grants & Subsidies Expenditure	104,577	128,400	90,345	71,443	73,014	74,694	76,412	78,246	80,202	82,287	84,509
Repairs & Maintenance Expenditure	9,183	38,000	38,632	39,481	40,350	41,278	42,228	43,241	44,322	45,474	46,702
Operational Expenditure	284,508	1,032,700	1,092,211	1,074,461	1,145,067	1,106,975	1,177,121	1,164,190	1,235,506	1,219,508	1,306,797
Depreciation Expenditure	21,259	79,083	159,088	169,332	142,664	218,846	231,807	189,973	255,242	270,509	236,812
<b>Total Expenditure</b>	<b>3,906,487</b>	<b>13,024,855</b>	<b>13,385,587</b>	<b>13,625,368</b>	<b>13,917,554</b>	<b>14,225,513</b>	<b>14,593,805</b>	<b>14,804,057</b>	<b>15,243,386</b>	<b>15,554,327</b>	<b>15,908,496</b>

<b>Operating Surplus / (Deficit)</b>	<b>(2,368,008)</b>	<b>(3,697,185)</b>	<b>(3,877,805)</b>	<b>(3,898,215)</b>	<b>(3,957,698)</b>	<b>(4,071,940)</b>	<b>(4,201,882)</b>	<b>(4,155,618)</b>	<b>(4,372,293)</b>	<b>(4,411,094)</b>	<b>(4,469,776)</b>
Capital Expenditure - to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure - to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure - to replace existing assets	4,329	319,000	169,652	63,714	342,656	217,311	68,145	327,167	235,681	113,084	353,355
<b>Capital Expenditure</b>	<b>4,329</b>	<b>319,000</b>	<b>169,652</b>	<b>63,714</b>	<b>342,656</b>	<b>217,311</b>	<b>68,145</b>	<b>327,167</b>	<b>235,681</b>	<b>113,084</b>	<b>353,355</b>
<b>Proceeds from Asset Disposal</b>	<b>0</b>	<b>(98,000)</b>	<b>(59,276)</b>	<b>(18,801)</b>	<b>(106,746)</b>	<b>(74,257)</b>	<b>(20,108)</b>	<b>(100,667)</b>	<b>(82,078)</b>	<b>(33,685)</b>	<b>(108,725)</b>
<b>Debt movements</b>	<b>57,605</b>	<b>53,214</b>	<b>55,454</b>	<b>57,877</b>	<b>61,104</b>	<b>64,511</b>	<b>68,647</b>	<b>70,340</b>	<b>19,279</b>	<b>0</b>	<b>0</b>
<b>Reserve movements</b>	<b>(4,129)</b>	<b>(308,729)</b>	<b>(188,281)</b>	<b>(78,604)</b>	<b>(216,480)</b>	<b>(151,534)</b>	<b>(56,343)</b>	<b>(204,417)</b>	<b>(161,162)</b>	<b>(86,368)</b>	<b>(218,358)</b>
<b>Cash Back Depreciation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
<b>Rates Required</b>	<b>2,425,814</b>	<b>3,662,670</b>	<b>3,855,354</b>	<b>3,922,401</b>	<b>4,038,231</b>	<b>4,127,971</b>	<b>4,262,223</b>	<b>4,248,042</b>	<b>4,384,013</b>	<b>4,404,125</b>	<b>4,496,048</b>

## 8.2.1 Council Funded Programmes





Note: from 2018/2019 onwards, Earthquake Buildings and Urban Rejuvenation now forms part of Regulatory Services. These were previously separate projects.

### 8.3 FINANCIAL POLICIES

The Local Government Act 2002 requires Council to manage its finances prudently and in a manner which promotes the current and future needs of the community. Council must ensure that each year's projected operating revenues are set at a level sufficient to meet the year's projected operating expenses.

The Revenue and Financing Policy states Council's policy on the funding of its operating and capital expenditure and the sources of those funds.

Council for each activity must give consideration to who benefits from the activity and the appropriate level of private versus public benefit when funding the activity. Public benefit is gained from having access to activities provided by Council. Private benefit is gained from receiving goods or services provided by Council, for example a Building Consent for work carried out by private residents.

### 8.4 HOW WE PAY FOR THE ACTIVITY

The following Sources of funding are used by Council:

- General Rate
- Targeted Rate
- Fees and Charges
- Other Sources of funding
- Loans and Reserves

The general philosophy is that policy development and public enquiries and monitoring of the environment are funded from rates, and applications are

funded on a user-pays basis. Fees and charges are reviewed annually along with public consultation on proposed changes.

Activity Area	Sub-Grouping	Activity	Who benefits	Funding Sources	Overall Proportion
<b>Planning Services</b>	Resource Management	Policy Development	Public through policy development.	Rates	Rates 80-90%
		Public enquiries	Public advice	Rates	
		Consents	Public through knowledge that environmental effects of activities are managed.  Private through knowledge that an activity is legally established.	Rates and User Charges	User Charges 10-20%
	Property Valuation Database	Rating revaluation	Public through consistent valuation values	Rates	Rates 100%
<b>Building Services</b>		Public enquiries	Public advice	Rates	Rates 20-30%
		Consents	Public through knowledge that buildings are safe.  Private through owners assured minimum standards have been achieved.	Rates and User Charges	

Activity Area	Sub-Grouping	Activity	Who benefits	Funding Sources	Overall Proportion
<b>Environmental Health and Compliance Services</b>	Food	Licensing	Public through knowledge that food premises are safe.  Private through independent review of safe food practices.	Rates and User Charges	Rates 80-90%  User Charges 10-20%
	Environmental Health	Registrations	Public through knowledge that premises are safe.  Private through owners assured minimum standards have been achieved.	Rates and User Charges	
		Public Enquiries	Public advice	Rates	
	Animal Control	Dog Control	Public education on dog related matters.  Dog owners meet minimum dog behaviour standards.	Rates and User Charges	Rates 0-10%  User Charges 90-100%
		Non-Dog Control	Public enquiries are investigated and resolved	Rates	
	Parking Compliance		Public have access to public parking spaces in high demand areas.	User charges	User Charges 100%
<b>Alcohol</b>	District Licensing Committee Support		Public through policy development  Private through processing of licence applications.	Rates and User Charges	Rates 0-10%  User Charges 90-100%
	Inspectorate		Public through knowledge that licensed premises are safe.  Private through consideration of applications and inspection of premises.	User Charges	

In 2017 Council appointed a Reserve Task Force to review the reserves held. As at June 2017 the Regulatory Services Activity had nine reserves totalling \$1,572,285.41 which are summarised as follows:

<b>Reserve Name</b>	<b>Balance (\$)</b>	<b>Reserve Purpose</b>
Plant replacement and loss of service potential	508,760.62	Depreciation Reserve
Environmental legal proceedings	222,044.34	Consultants
Civil Defence	33,083.66	For future Civil Defence requirements.
Liquor licencing	(47,117.22)	Operational Surplus(deficit) 3-yearly equalisation
Dog control	204,315.93	Operational Surplus
Valuation services	137,000.00	Valuation contract 3-yearly equalisation
Urban renewal	71,474.09	Urban Rejuvenation projects
Digitisation project	342,724.00	Property File Scanning Project.
Earthquake prone buildings	100,000.00	Financial incentives for heritage buildings
<b>Total</b>	<b>1,572,285.41</b>	

## **8.5 CONFIDENCE LEVELS IN PROGRAMMES**

Section 4.1.2 identified the change in demand for Regulatory Services. Because there is limited projected change Council has a level of confidence that the projected income and expenditure is reliable. It is accepted, however, that within the Building Services area the make-up of the number of applications does have a significant impact on the fees generated. For example, the fees generated from 10 building consents for replacement of heaters is significantly different to the fees generated from 10 building consents for new dwellings. There is no reliable way that staff can project with any accuracy the number and type of applications that will be lodged in any one year.

## **8.6 RELIABILITY OF FINANCIAL FORECASTS**

### **8.6.1 Revenue Forecasts**

Income for Regulatory Services is almost entirely development driven. Building and resource consent applications, as well as registration of food and licensed premises, are all reflectors of the economic conditions within the District. Changes in the economy directly impact on the number of applications being lodged as well as their complexity/value. During periods of slow economic growth the number and value of new buildings being erected is lower than in periods of prosperity.

Dog registrations are a reflection of the community's desire for animal ownership. Whilst the number of dog registrations has increased over the last three years, staff believe that this is a reflection of active education and enforcement resulting in previously unregistered dogs being registered; as opposed to an increase in the overall dog population.

### **8.6.2 Operational Forecasts**

Staff related costs comprise the majority of operational expenditure within Regulatory Services. Any increases in expenditure would be reflected in the fees and charges associated with the services offered.

## **8.7 SUMMARY OF PROGRAMME ASSUMPTIONS**

Section 2.4 identified key assumptions for this Long Term Plan. It is assumed that the local economy will continue to grow and diversify. Changes in the local economy are directly reflected in the number of building and resource consent applications received. While the assumption implies ad growth in the economy, changes in legislative requirements for both the Resource Management Act and Building Act will mean that numbers are likely to remain static even if there is a small growth in the economy. Amendments to the RMA, which became effective in October 2017, mean that for some minor developments a resource consent application is no longer required. Schedule 1 of the Building Code details exempt building work, and amendments to this schedule may mean that activities, such as strengthening of buildings for earthquake reasons, may be exempt.

The Regulatory Services Activity is relying on the technology assumption, which implies that there will be an ever growing demand for electronic services. This assumption forms the basis for the projects associated with customers being able to lodge applications and staff being able to process, issue and inspect applications. The digitisation of property files project will support the move to being able to provide electronic services to our customers.

# 9. Delivering and Monitoring the Programme

## 9.1 PROGRAMME GOVERNANCE AND REPORTING

Council operates on a six-weekly cycle with four committees meeting before a full Council meeting. These committees accept and receive reports from their relevant Directorate, and Management Staff are at these meetings to answer any questions that arise.

The Bluff Community Board is established as a smaller committee who reports to Council on behalf of the Bluff area and deals with any issues relating to their area. The Board provides input into the development of Council policies and resource consent applications located within the Board area.

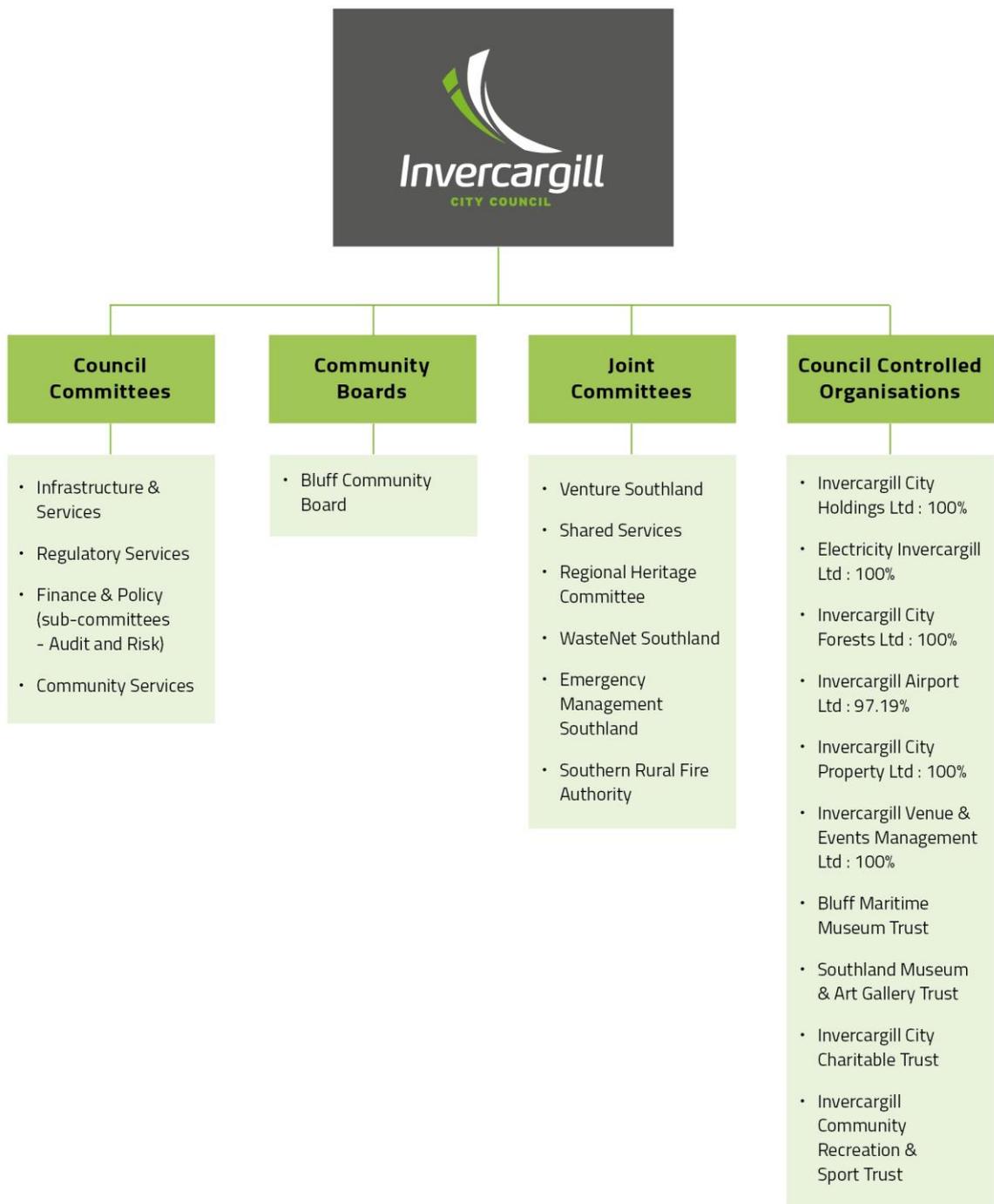
The Regulatory Services Committee is responsible for services which implement and enforce minimum standards for development and behaviour. Its objectives are to provide and monitor development and regulatory services which implement Government legislation in the Invercargill environment. This is achieved through information and promotion followed by enforcement.

### *The Regulatory Services Standing Committee:*

- Monitors performance against the Long Term Plan.
- Reviews existing activity plans, policies, bylaws and strategies and, if no longer fit for purpose, refers these back to the full Council for consideration.
- Develops new or revises activity plans, policies, bylaws and strategies for consideration by the full Council.
- Liaises with relevant stakeholders.

Council's Hearings Panel is responsible for hearing, considering and deciding applications under the Resource Management Act 1991, Dog Control Act 1996, and Gambling Act 2003. Its objective is to provide quality decision making through equitable, efficient hearings and the drafting of robust decisions by trained panel members. Independent commissioners are used where a conflict of interest is identified, or on the request of an applicant.

The Invercargill District Licensing Committee is responsible for considering and determining licence applications, renewals, variations, suspensions and cancellations in accordance with the Sale and Supply of Alcohol Act 2012. It is also responsible for considering and determining applications for temporary authority and conducting enquiries and making reports to the Alcohol Regulatory and Licensing Authority under that Act.



## 9.2 STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS

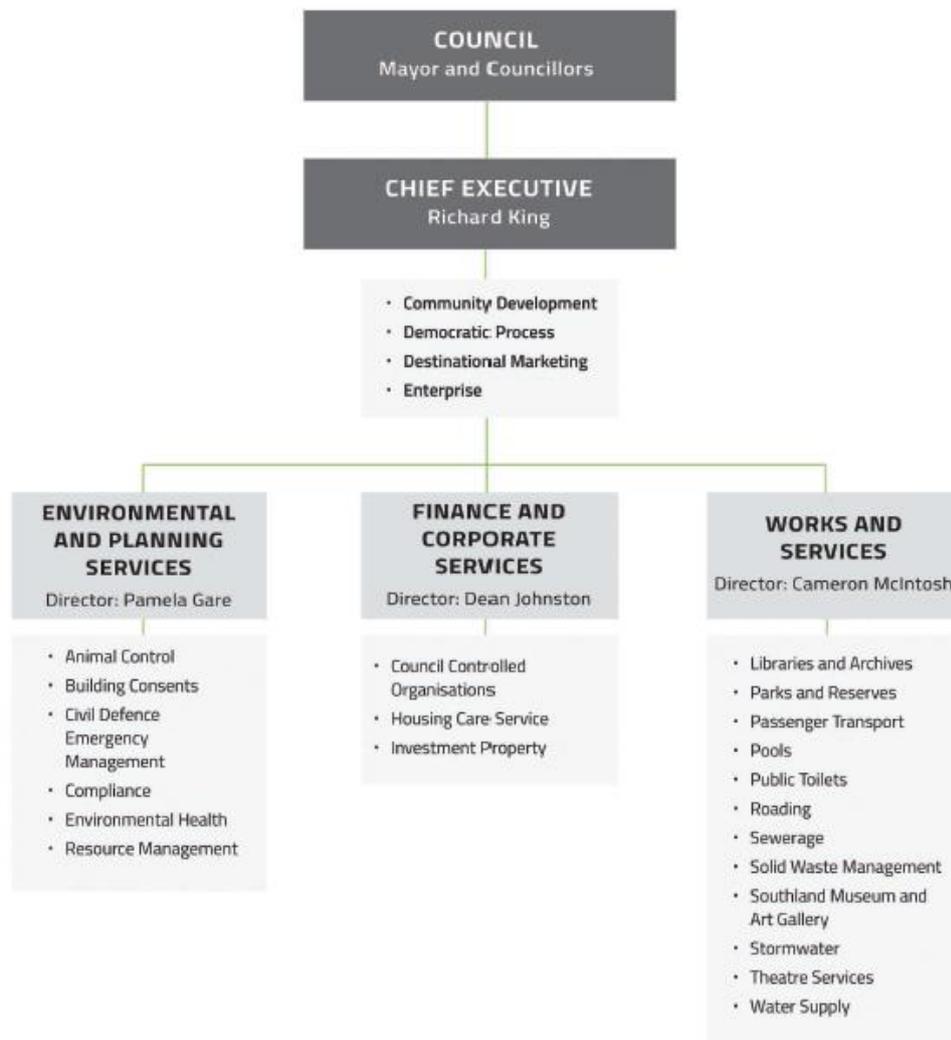
Council currently utilises a myriad of methods to engage in consultation with members of the community. The Local Government Act 2002 states specific methods of consultation to be utilised by Council for certain processes, Council adds to this through innovative and community-tailored engagement techniques. The following are examples of current Council consultation methods:

- Imagine Invercargill is a new engagement website where members of the public can submit ideas on how to improve Council services.
- Consult South is a website that highlights any current or up and coming consultation items.

- Regular use of the Consultation Caravan where members of the public can pop in to ask questions of elected members and staff.
- Public Forums at Council and Committee meetings.
- Public requests to be heard as a specific Agenda item.
- Regular features in the newspapers and rates newsletters which inform ratepayers of issues.
- The City Focus Radio show that highlights current topics that the Council is addressing.
- The Mayor holds appointments with residents who wish to raise issues of concern.
- Community Engagement processes when Council is considering making a significant decision.
- Formal consultation through the Special Consultative Procedure for issues such as the Long Term Plan and some Bylaws.
- Facebook page where individuals can ask questions and express opinion to Councillors and staff.

Section 3.1.2 of this Plan details how the Regulatory Services Activity specifically engages with the community over environmental issues.

### 9.3 BUSINESS PROCESSES



The Regulatory Services Activity is a function of Council which reports directly to it via the Regulatory Services Committee. There are no Council organisations or Council Controlled Organisations within this Activity.

Council staff operates under a Delegations Register (**Appendix 1.10**) that is adopted by Council. The Register lists every department with specific delegations that are required under legislation or Council policies so that staff members are able to carry out their specific job requirements.

The Regulatory Services Activity operates a quality management system. The Building Consent Authority quality system is externally audited by IANZ on a two-yearly basis and the food quality system is externally audited by MPI in early 2018, with subsequent audits determined thereafter.

### 9.4 INFORMATION SYSTEMS AND DATA

#### Infor Pathway

Delivers a comprehensive offering of fully integrated functionality for managing Council related business processes including:

- *Customer Service and People Management* - central name/address register and customer request management;

- *Land and Property Management* - administration tools to assist with land and property management;
- *Revenue Management* - capabilities such as rates accounting, property valuations, debtors and water billing;
- *Regulatory Management* - a comprehensive range of workflow-driven modules to ensure that local and national regulatory legislation for consents processing, parking and animals, and health and liquor licensing is complied with;
- *Internet-enabled customer self-service* - ePathway enables Council customers to conduct local government e-commerce online.

### **Objective**

Delivers an Electronic Document and Records Management (EDRMS) service across all of Council providing information management processes and business process automation with robust security, version control and audit management to ensure Council complies with recordkeeping standards; this reduces the risk associated with managing information in multiple locations.

### **Geographical Information Systems (GIS)**

Provides mapping and spatial analysis tools for Council to graphically determine and understand where Council facilities or assets are located. This includes geocoding our data, putting it on a map, and symbolising it in ways that can help visualise and understand the data. The software displays how places are related which helps make more informed decisions about the best locations and paths for infrastructure and planning. Utilising these attributes we can use the software to help make predictions and better understand our environment.

### **Microsoft AX Dynamics**

This programme is the main accounting software; this system records all accounting entries, inventory entries, account payable entries and fixed asset data. The AX system also provides the Council reconciliation control environment, maintaining such control as GST and FBT obligations, bank reconciliations, as well as all other balance sheet reconciliations of the Council.

### **MYOB PayGlobal**

Provides a workforce management with the payroll and human resources management software provides the analytical, planning and operational tools to monitor staff activities and performance. There is a self-service platform (Ernie) where employees and managers access leave, personal info, payslips, and timesheet data online, allowing employee attendance, management and tracking.

### **Opal 3**

This programme is utilised by all departments who monitor their levels of service for activity; this programme requires specific data to be entered six weekly or monthly (as required). Third tier managers enter this data, with the Director or Manager to approve this entry. The data required is updated in line with the Long Term Plan.

### **TM1 Cognos**

This is the financial reporting and budgeting system for Council. Information is taken from the AX dynamics system and downloaded into the TM1 system, allowing Council to report on actual performance against budget. Council

budgets for both the Long Term Plan and Annual Plan are completed within the TM1 Cognos system.

## 9.5 PROGRAMME PERFORMANCE MONITORING AND REVIEW

### 9.5.1 Monitoring Approach

The Regulatory Services Committee receives six weekly reports, which monitor the levels of service for activities through a combination of software systems and data analysis. The financial performance, key performance indicators and levels of service are monitored and measured against those from the Long Term Plan.

Under the Directorate's quality system an annual report is presented to the Executive, which identifies the technical objectives for the previous 12 months, achievement of these objectives and setting new objectives for the following 12 months.

Annual reports on activity are also provided to the Ministry for the Environment, Alcohol Regulatory and Licensing Authority, Ministry of Building, Innovation and Employment, Department of Internal Affairs, and Ministry for Primary Industries.

The Regulatory Services Activity relies heavily on policies, plans and bylaws. Ensuring that these remain current is key to providing a service that reflects the community's expectations (through the submission process) and can be robustly enforced.

Key document	Responsible Person	Target Date for Completion
Bylaw 2015/1 – Dog Control	Corporate Planner and Manager of Environmental Health and Compliance	July 2020
Bylaw 2008/1 – Environmental Health	Corporate Planner and Manager of Environmental Health and Compliance	January 2018
Bylaw 2013/2 – Keeping of Animals, Poultry and Bees	Corporate Planner and Manager of Environmental Health and Compliance	September 2018
Bylaw 2015/2 – Parking Control (Enforcement)	Corporate Planner and Manager of Environmental Health and Compliance	March 2021
Dog Control Policy 2015	Corporate Planner and Manager of Environmental Health and Compliance	July 2018
Class 4 Gaming Venues Policy 2015	Corporate Planner and Manager of Environmental Health and Compliance	September 2018
Board Venues Policy 2015 (TAB Venues)	Corporate Planner and Manager of Environmental Health and Compliance	September 2018
Combined Local Alcohol Policy 2014	Corporate Planner and Planning Manager	May 2018
Combined Local Approved Products Policy 2014 (Psychoactive Substances)	Corporate Planner and Manager of Environmental Health and Compliance	January 2018
Dangerous Buildings Policy 2013	Corporate Planner and Building Services Manager	January 2018
Insanitary Buildings Policy 2013	Corporate Planner and Building Services Manager	March 2018
Invercargill City Council Pandemic Management Plan 2005	Corporate Planner and Manager of Environmental Health and Compliance	To be confirmed
Noise Control Policy 2015	Corporate Planner and Manager of Environmental Health and Compliance	October 2018
Parking Exemptions – Elected Representatives Policy 2017	Corporate Planner and Manager of Environmental Health and Compliance	August 2020
Parking Exemptions – Drivers Over the	Corporate Planner and Manager of	August 2020

Age of 80 Years Policy 2017	Environmental Health and Compliance	
Resource Management Infringement Offence Policy 2015	Corporate Planner and Planning Manager	October 2018
Invercargill City District Plan	Planning Manager	July 2018
Rural and Urban Addressing Policy	Corporate Planner and Planning Manager	January 2018
Asbestos Liaison Protocol Southland 2017	Corporate Planner and Planning Manager alongside Worksafe	August 2019
Oreti Beach Memorandum 2016	Corporate Planner and Manager of Environmental Health and Compliance	August 2019
Contaminated Land Protocol 2013	Manager of Environmental Health and Compliance alongside Environment Southland	June 2018

### 9.5.2 Frequency of Review

These measures are published yearly in the Annual Report with commentary from Managers as to the level of service against the estimated measure.

# 10. Continuous Improvement

## 10.1 IMPROVEMENT PROGRAMME

Item – Level of Service Improvement	Relative Urgency						Smart Objective	Responsible Person	Target Date for Completion	*Status
	1	2	3	4	5	6				
Annual review of Directorate Quality Manual	X						Annual review received by Chief Executive	Director of Environmental and Planning Services	November 2017	IP
Review of Risk Management Practices		X					Council-wide review undertaken	Corporate Planner	June 2019	NS
Business Continuity Plan		X					Council-wide plan developed	Corporate Planner	June 2019	NS
Review fees and charges		X					Annual review and adoption of Fees and Charges	Corporate Planner and Director of Environmental and Planning Services	June 2018	NS
Annual customer service training		X					Training undertaken annually	Director of Environmental and Planning Services, Human Resources Manager	November 2017	IP
Reporting on Levels of Service			X				Processes refined for consistent reporting and staff training undertaken	Director of Environmental and Planning Services	November 2028	NS
Digitisation of property files			X				All property files digitised	Planning Manager	2028	IP
Digital lodgement of applications		X					Applications can be lodged electronically	Director of Environmental and Planning Services	2027	IP

Item – Level of Service Improvement	Relative Urgency						Smart Objective	Responsible Person	Target Date for Completion	*Status
	1	2	3	4	5	6				
Amended data collection and reporting from Pathway computer system		X					Reports developed for levels of Service	Director of Environmental and Planning Services and Information Technology Manager	June 2018	NS
Review of requests for service procedure				X			Council wided review of procedure	Executive	2020	NS

## 10.2 IMPROVEMENTS FROM PREVIOUS ACTIVITY MANAGEMENT PLANS

Section	Item from 2014 Activity Plans	Target Completion Date	Progress
Planning Services	Development of plan changes and review of District Plan	Started 2011	Consideration of appeals 2017/2018
	Ensure all people hearing and deciding resource consents and plan changes have appropriate qualifications	Annual Review	All Hearing Panel members certified as Hearing Commissioners
	Increasing community's awareness of sustainable management	Annually	Annual review of website content and employment of information officer in 2017
	Implementation of electronic lodgement for applications	2016	Electronic lodgement available in 2017
Building Services	Retain accreditation as a building control authority	2016 IANZ Audit	Accreditation retained and next audit 2018
	Review Fees and Charges	2015/2016	Ease of Doing Business Project
	Maintaining client relationships	Annual meeting held	Respond to requests to address professional groups
	Review earthquake prone building policy	2015	Earthquake prone building legislation took effect from 1 July 2017
	Review dangerous and insanitary building policies	2015	Policies reviewed
	Sharing of forms with southern Councils	2014	Achieved
	Improved quality control of applications	Ongoing	Application vetting undertaken at lodgement
	Eco-design advice	Ongoing	Service no longer offered
	Electronic property files	2016	Ongoing
Environmental Health and Compliance	Respond to changes in food legislation	Unknown	Accreditation gained under Food Act 2014
	Respond to smoky chimney complaints and implement sustainable policy	Unknown	Environment Southland lead agency
	Respond to issues associated with on-site waste water disposal	Ongoing	Kennington Community sewer scheme

			under construction and complaints investigated
	Health Act review	Unknown	Procedures under Food Act 2014 developed and implemented
	Contaminated land	Ongoing	Environment Southland lead agency
	Air Quality	Ongoing	Environment Southland lead agency
	Review Environmental Health and electronic gaming policies	Ongoing	Policies reviewed
	Review prostitution policy	Ongoing	Decision made to not have a policy

### 10.3 MONITORING AND REVIEW

Ongoing monitoring and review of Regulatory Services takes place through Levels of Service reporting to Council and the Annual Report process. The Annual report relating to the Directorate's quality management system also highlights progress of achieving the Directorate's goals and levels of service detailed in this plan.

# 11. Appendices

The Appendices for all of Council's Activity Management Plans are kept separate. The list below highlights the appendices that relate to this Activity Management Plan and where to find them in the Corporate Appendices Register.

- 1.01 Long Term Plan - Background and Assumptions 2018-2028
- 1.02 Community and Regulatory Services 2014 Residents Survey
- 1.08 Levels of Service Research Report, 2016
- 1.09 Corporate Risk Framework / Standard
- 1.10 Delegations Register, September 2016