

Regulatory Services Activity Plan

The health check to our City's heart.

Preface

Introduction/Summary

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. What we deliver

What the activity is and activity overview

Central government imposes legislative responsibilities on councils, which Regulatory Services interprets and implements. Staff provide a friendly, professional and efficient service to clients and the public, by recognising that both parties have legal responsibilities to meet.

The Activity encompasses three broad groups of responsibilities.

1. **Building and Planning Services**

Building and Planning Services cover the implementation of the Resource Management Act 1991 and the Building Act 2004. There are two teams:

i) 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 development, review and implementation of the District Plan to ensure that it reflects the current environment and changes in legislation.
- (b) The processing of applications under the RMA.
- (c) The promotion of sustainable management of the environment by non-regulatory means.
- (d) Monitoring of the environment, effectiveness of the District Plan, resource consents and complaints.
- (e) Enforcement of the provisions of the District Plan and RMA where necessary to ensure compliance with the provisions of the District Plan and RMA.
- (f) Offering quality advice to clients on their options and responsibilities under the RMA.
- (g) The processing of applications for building consents to ensure compliance with the provisions of the District Plan.

ii) Building Services

Building Services carries out our responsibilities under the Building Act 2004 (BA) and related legislation.

Section 212 of the BA 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 Services Activity includes:

- (a) Providing advice and education to the general public, tradespeople and designers on proposed building work.
- (b) Receiving and processing applications under the BA. This includes Project Information Memoranda's, inspections, issuing Code Compliance Certificates and Compliance Schedules.
- (c) Monitoring the requirements of the BA and responding to requests for service to investigate problems.

- (d) Promotion of knowledge of regulatory requirements.
- (e) Working with the community on the earthquake prone building legislation.
- (f) Monitoring and enforcement of provisions relating to safety (dangerous and insanitary, swimming pool fences).

2. Environmental Services

Environmental Services encompasses our work that relates to public health and compliance. It covers four areas:

i) Environmental Health

Environmental Health is a subset of public health focusing on environmental conditions and hazards which affect, or have the potential to affect, human health.

We work under the Food Act 2014, the Sale and Supply of Alcohol Act 2012, the Health Act 1956 and Hazardous Substances and New Organisms Act 1996, and Regulations¹ made under these Acts as well as our Council Bylaws.

We also provide support for the District Licensing Committee in relation to alcohol licencing decisions.

ii) Parking Compliance

The provision of public car parking facilities and collection of parking meter revenue is managed by Council's Roading Department.

The Parking Compliance component involves:

- (a) Enforcement of car parking in the District, including, the Stationary Vehicle Offences and all metered / time restricted parks in accordance with our Bylaws and the Land Transport Act 1998.
- (b) Monitoring and removing vehicles left abandoned on roads, or those that are 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.
- (e) Working with the Parks Department on parking related issues at Oreti Beach.

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

iii) Animal Services

Animal Services activities are largely dictated by government statutes. The Dog Control Act 1996 and Regulations and the Impounding Act 1955 are the key pieces of legislation involved.

This team look after our responses on dog and animal related nuisances. This includes controlling wandering, barking and aggressive dogs, as well as

¹ For example the Health (Hair dressers) Regulations 1980

enforcement in terms of infringements and prosecutions where an offence has been committed such as a dog attacking a person or other animals.

iv) Environmental Compliance

Environmental Compliance ensures compliance with environmental Acts (Litter Act 1979, RMA), monitors excessive noise (from residential properties), the compliance with Bylaws (including animals other than dogs, such as poultry and rooster), and monitors and takes action with overgrown and untidy sections.

3. Property Records Services

The Property Records team have been created to help manage the records created for every property in the City district, as well as manage access, provision of information, and digitisation of all property records. This is done in accordance with the Public Records Act 2005, the Contract and Commercial Law Act 2017, the Local Government Official Information and Meetings Act 1987 and Archive New Zealand Standards.

The team also undertake:

- (a) Digitisation of Council's property files
- (b) Co-ordination of our provision of Land Information Memorandums
- (c) Providing electronic access to the Council property files.

Why we are involved in this activity

Council is required by legislation to undertake a range of regulatory functions and each area also has an element of public good in addition to the requirements of legislation.

1. Building and Planning Services

(a) Planning

Resource Management is predominantly involved in carrying out the Council's functions as set out in the Resource Management Act (RMA). This involves a balancing act enabling people to do what they want to do with their land, whilst 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.

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 RMA and promoting sustainable management through non-regulatory means is a vital part of the role of this team.

In conjunction with the RMA, there is other legislation, including regulations and bylaws that the Resource Management team have to consider in their decision making including, the Heritage New Zealand Pouhere Taonga Act 2014.

In mid-2020, the Government released a report known as the *Randerson Report*² commissioned to look at how the RMA has been functioning and make suggestions on improvements to the system. The report recommends repealing the RMA and replacing it with new Acts to ensure the system is fit for purpose going forward. The report also recommends that all planning documents at a Regional and District level be merged into one Plan and that all delivery of RMA / planning functions be delivered by a Regional entity.

(b) Building

The service is provided for a number of reasons. Minimum standards for buildings seek to ensure they perform to the required standard so they can be safely 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 is also the wider issue around earthquakes throughout Invercargill and New Zealand. There is both public and private good in the control of buildings.

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 building 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 Services team implements the requirements of the BA 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.

2. Environmental Services

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, verification, inspection, enforcement and response to emergency incidents. The Environmental Health aspect is broken into Food, Alcohol Licensing Inspector and Environmental Health.

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

² *New Directions for Resource Management in New Zealand*, Resource Management Review Panel, 2020, Wellington (*"The Randerson Report"*)

Environmental Health

(a) *Food*

The regulation of food suppliers is for the public benefit as there is a wide interest in ensuring that dining establishments and the food made available for purchase is safe and will not cause consumers to become ill.

To aid in ensuring that minimum standards are met, the Council Officers' role involves activities such as verifying 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 and associated regulations and bylaws.

(b) *Alcohol*

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

The Support Officer as the administrator for the DLC 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 in these establishments. Having appropriate controls placed on the sale and supply of alcohol assists in managing the location of facilities where alcohol is sold, such as controlling the scale and functioning of taverns and other Invercargill Licensing Trust facilities located in the city. The controls also ensure people who gain an alcohol licence are appropriately vetted and understand the rules and responsibilities.

(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, or getting a tattoo. Other areas that Environmental Health is involved in include responding to noise complaints, overgrown sections, and the unlawful dumping of rubbish. It is beneficial to the public to ensure that minimum standards are applied across the board to ensure that members of the public are protected from harm and nuisance.

Compliance

(a) Parking

There is public interest in parking. This includes the interest of residents who wish to park within the city and have access to the facilities they need, whether they be commercial, financial, leisure, medical or their residence.

Business owners also have an interest in ensuring there is parking available, that vehicles are not parked and blocking access ways, or parked 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 equitable parking for all, supporting a constant flow and supply of parking within the city.

(b) Animal Control

The owning of pets is something that has occurred for many years across the globe. However, there has and will always be the need for controls in relation to both the suitability of animals in urban areas and animals that can injure or cause harm.

Domestic animals, such as dogs, can cause harm through dog attacks. For this reason there has been an interest in controlling and monitoring dogs to ensure they are registered, their owners have appropriate licences and have taken appropriate steps to ensure that they can enjoy the company of the animals whilst the wider public is protected.

Key roles of the Animal Services Team 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.

(c) Environmental Compliance

The dumping of litter around the City is a source of concern for many residents. Bins are provided for incidental collection and each household has a system of wheelie bins for the efficient disposal of rubbish. There is no excuse for the dumping of rubbish (household or business) around the City. This means that those who do need to be held accountable.

Many people enjoy music and entertainment, and gathering together to celebrate or commemorate events and people. However, there is a need to ensure these activities do not cause others to be impacted by excessive noise – especially during night-time hours. This means these activities need to be monitored and, where required, enforced to ensure that one person's activities does not unduly impact on others.

In the mid 2000's there was a rise in concern about the state of properties being left abandoned and overgrown around the City. A bylaw has been implemented to ensure that all property owners maintain their land to a

minimum standard so as to not impact on others enjoyment of their land. This was extended to include verandas that provide shelter over public footpaths as many were becoming a hazard to pedestrians.

The RMA is also used to protect resident's amenity and the environment. This enables properties to be maintained and tidied by using the Regulatory tools in the RMA.

Environmental Compliance also monitors and enforces the Bylaw in relation to animals – other than dogs – in the City as it is long identified that keeping some animals in a built up residential area can have significant impacts on other residents. For example the keeping of pigs in a sty can have issues related to odour and vermin impacting on others nearby; roosters can also be seen as being problematic in a built up area.

3. Property Records Service

This team manages all information that relates to a property within the City. This includes, the property file itself, Resource and Building Consents, as well as Licences and other Public Health registrations that are linked to that property. This is a key record of each property and how it has been developed over the years. The team are working towards a digitisation of this set of records. They also provide for access to these records, via property file request, Official Information requests and the provision of Land Information Memorandums.

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

Community outcomes

Table 1

Community Outcomes

Community Outcomes	Council's Role in Achieving	How the Activity Contributes
Enhance our City	Invercargill's businesses are bustling with people, activities and culture.	Development is promoted that provides for effective and sustained economic growth, while meeting minimum environmental and health standards.
Preserve its Character	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 us 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.
Embrace Innovation and Change	The development of future industry is encouraged.	Opportunities are provided for development across the District.
	Technology is used in both existing and new City services.	Technology is increasingly utilised to enable stakeholders to more easily engage with our services.

Our activity objectives

Legislation requires us to undertake a range of regulatory functions. The key objective of Regulatory Services is the implementation of national legislation in the Invercargill context, while focusing on achieving Community Outcomes.

1. Building and Planning Services

Planning

The principal objectives of Planning are:

- (a) To review environmental issues and the District Plan so that we can meet the desires of the community and enable Invercargill residents to develop and enhance their lifestyle in a sustainable way.
- (b) To implement the District Plan and RMA efficiently and fairly and provide relevant and appropriate environmental information and advice.
- (c) To monitor Resource Consents and the effectiveness of the District Plan to ensure that environmental standards are being met and Consent Conditions are being followed.

Building

The principal objectives of Building Services are:

- (a) To ensure that all building work complies with the Building Code and enforce legislative requirements when necessary.
- (b) To implement earthquake-prone building legislation within the Invercargill District.

2. Environmental Services

Environmental Health

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 way.
- (b) To provide support to Emergency Services when public health incidents occur.
- (c) To support the District Licensing Committee when it decides applications under the Sale and Supply of Alcohol Act.

Parking Compliance

The principal objectives for Parking Compliance are:

- (a) To adhere to relevant legislation while ensuring that all contact with the public is friendly and efficient.

Environmental Compliance

The principal objective for Environmental Compliance is:

- (a) To advise, implement and monitor environmental compliance in accordance with legislation and Bylaws.
- (b) To ensure the environment is clean, tidy and environmentally safe and well looked after.

Animal Services

The principal objectives for Animal Services are:

- (a) To provide for the control of dogs and stock, and minimise harm.
- (b) To educate and promote good animal care in the community.

3. Property Record Services

The principal objectives for the Property records are:

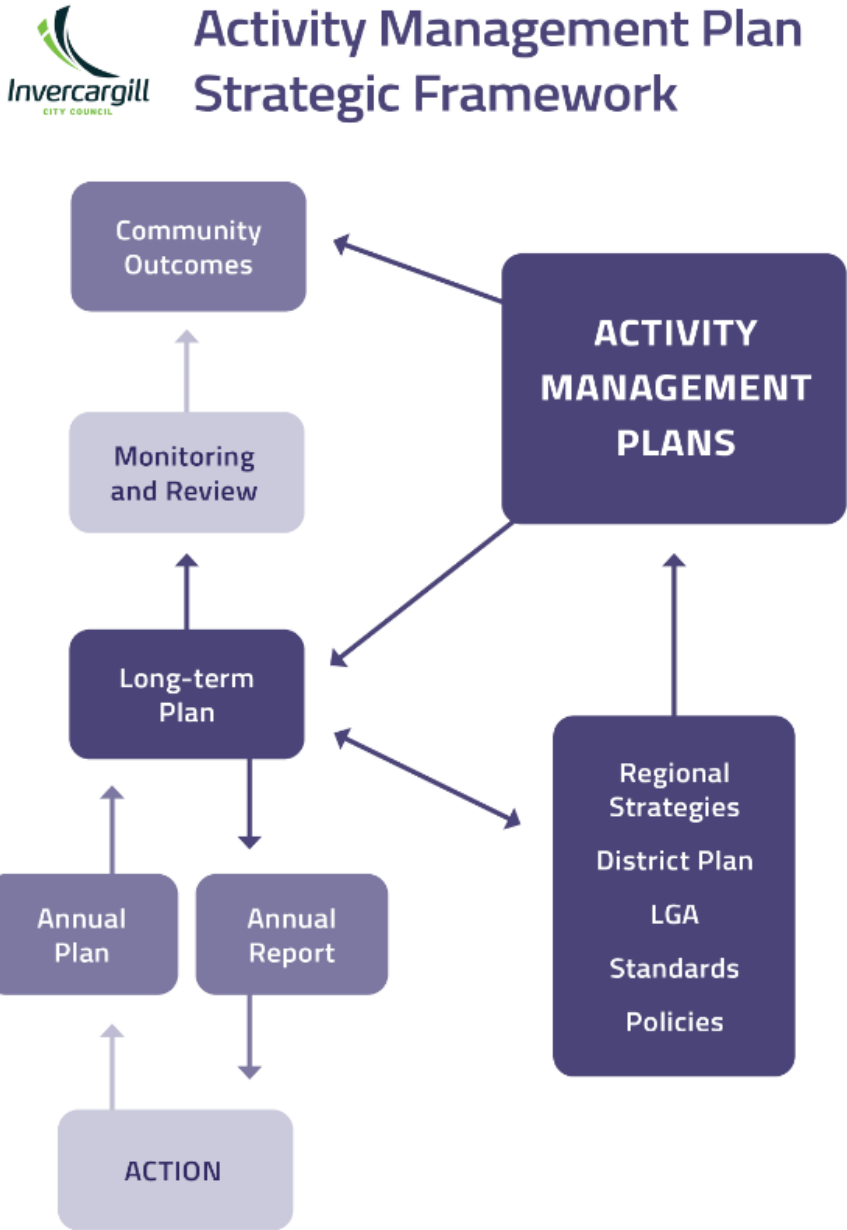
- (a) The digitisation of the property record database into a cohesive and legally compliant system.
- (b) To enable prompt access to records held.
- (c) The provision of Land Information Memorandums.

2. How we determine what we do

Our Strategic Framework

Activity Management Plans underpin the activities in the Long Term Plan, they record the current and desired Levels of Service and Maintenance, Capital Works Programmes and budgets (if applicable) required to ensure the activity meets the desired Levels of Service.

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.



Our Customers

The activities of Regulatory Services impact on all members of the Invercargill community – its ratepayers, residents, developers and visitors.

The Regulatory Services have a special and important relationship with Ngāi Tahu.

The four local authorities of Southland, and the majority of Otago local authorities whose areas are within Murihiku, 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 RMA 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 Incorporated on Local Government and RMA issues as they specifically pertain to the Invercargill District. We also engage with all Māori within our district to ensure all Māori voices are heard.

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:

Table 2

Regulatory Services External Stakeholders

External Stakeholders	Area of Interest	Engagement
Government Departments (Ministry for the Environment, Ministry of Business, Innovation and Employment, Ministry for Primary Industries, Ministry of Justice, and Department of Internal Affairs).	Compliance with legislation. Development of Policy.	Liaise with Activity Manager, consult through surveys and plans, exchange of data and information, issue of determinations.
The Courts of New Zealand	Consideration of Appeals, enforcement, prosecution, and infringements.	Mediation and Court hearings and debt / fines recovery.
Government Organisations (other than Ministries) 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.
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 and Māori Te Ao Marama Inc.	Environmental impact and sustainability.	Consult, communicate, cooperate and engage on RMA and Local Government functions.
Great South	Regional development.	Liaise with Executive.
Applicants.	Lodgement, issuing of decisions and inspections of	Pre consultation and liaising with applicants

External Stakeholders	Area of Interest	Engagement
	applications.	
Community Groups e.g. Otatarā Landcare Group, South Alive.	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.

In addition to these there is significant, although unquantifiable, interaction with the community where they are seeking information and advice on proposed developments.

Table 3

Regulatory Services Internal Stakeholders

Internal Stakeholders	Area of Interest	Engagement
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.

Our Levels of Service

The Regulatory Activity **enhances our city** and **preserves its character** where Significant Heritage identified through the ICC Heritage Strategy is protected within Invercargill.

The activity **embraces innovation and change** where Customers have options on how they engage with staff and lodge their applications. Council engages with developers and the community to assist development within the parameters of the District Plan and relevant legislation, and maintains compliance with statutory timeframes.

Table 4

Regulatory Services Measures for Levels of Service

KPI 2021-2031	MEASURE
Building consents are issued within 20 working days.	100% of consents issued within the statutory timeframe
Non-notified resource consents not requiring a hearing are issued within 20 working days.	100% of non-notified consents issued within the statutory timeframe
Food registrations are issued within 20 working days.	100% of registrations issued within the timeframe
Alcohol licences not requiring a hearing are issued within 30 working days.	100% issued within the timeframe

Potentially earthquake-prone buildings are identified in 20% of the blocks identified by the Priority Buildings Area maps*.	Priority, potentially earthquake-prone buildings all identified by 1 July 2022.
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Table 5

Regulatory Services Baseline Measures and Targets

Baseline	Measure	2020/21 Target	2021/22 Target	2022/23 Target	2024-31 Target
100%	We process building, resource consent, food and alcohol applications in accordance with the quality manual and statutory timeframes	100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.	100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.	100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.	100% building, non-notified resource consents not requiring a hearing and food applications are issued within 20 working days of receipt.
		100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.	100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.	100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.	100% alcohol applications not requiring a hearing are issued within 30 working days of receipt.
New measure	We identify potentially earthquake-prone buildings. We promote incentives to owners of heritage buildings, especially when they undertake earthquake strengthening	Potentially earthquake-prone buildings are identified in 20% of the blocks identified by the Priority Buildings Area maps*. Earthquake-prone buildings incentives are developed and implemented.	Priority, potentially earthquake-prone buildings all identified by 1 July 2022. Earthquake-prone buildings incentives are developed and implemented.	Priority, potentially earthquake-prone buildings all identified by 1 July 2022. Earthquake-prone buildings incentives are developed and implemented.	Priority, potentially earthquake-prone buildings all identified by 1 July 2022. Earthquake-prone buildings incentives are developed and implemented.

* The Priority Buildings Area maps are available on the Council's website www.icc.govt.nz

Assessing demand - current and future

Factors Influencing Demand

Demand for Regulatory Services is largely a reflection of Government legislation and Council policies and bylaws. Changes to legislation can increase 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).

The Government are currently reviewing the RMA indicating that change is likely – including its total repeal. Both major political parties have indicated their support at a general level for

the recommendations of the *Randerson Report* although it is uncertain at this time what the future will look like for Planning at a Council level.

Growth and recession in the economy are directly reflected in the number of applications received by Regulatory Services e.g. building and resource consent applications as well as Food and Alcohol licences.

Technological changes will impact on the way the Regulatory Services provides service and the way stakeholders engage with us. There has been steady growth in the uptake of “online” services, including the introduction of electronic lodgement and processing. The online lodgement and processing of building consents was introduced in early 2020.

Use and integration of advanced technology will be a feature of the Regulatory activity in this Long Term Plan. Advances in how the District Plan is presented will be implemented, as well as changes in how parking is monitored. The full digitisation of the Councils property records will greatly affect how demand is managed by ensuring Regulatory Services is a responsive and adaptable activity.

During this Long Term Plan it is expected there will be a significant decrease in paper files, and an increase in online lodgement and processing. The digitisation of the property records will ensure the public are able to access property records in an electronic medium.

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, the Food team³ are audited every three years, with a yearly review conducted in the other two years.

Projected Growth or Decline in Demand for the Service

Resource consents are expected to remain static or decrease in response to changes in legislation to give more activities permitted status.

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 forecast population growth.

It is anticipated that the number of alcohol and food related premises will increase to reflect the positive change in population 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.

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.

The number of dog registrations has been increasing which is a reflection in the proactive approach adopted by the Animal Control Team.

³ Part of Environmental Services
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It is anticipated that the current resourcing⁴ of Regulatory Services Activity will be sufficient to respond to changes in the demand for service during the period of the Long Term Plan.

The Research First (August, 2020) survey found respondents wanted more money spent on Environmental Health/Food Safety, building control and Resource Management. These areas saw a 10, six and five percent increase respectively in respondents wanting more money in these activities.

Conversely, respondents vastly wanted to see less money spent on Parking Compliance and a lower quality of service. There has been a 15 percent drop from 2016 of respondents viewing Parking compliance as an essential service.

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.

Expected Implications for the Activity

It is anticipated that increased 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.

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.

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.

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

⁴ Including the use of Contractors at times of high or specialist work flows.

Possible Demand-related Responses

It is anticipated that Council's property files will be digitised by 2025 under the Reset of Digitisation Project, and that the electronic lodgement of all types of applications will also be available by 2023.

Table 6

Demand-related responses – pro and contra

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 and the purchase of new technology

Managing Expectations

Regulatory Services is responding to community expectations with respect to processing times for applications (Planning and Building) and greater use of digital technology. There has been a positive shift resulting in a dramatic improvement in the time taken to process Building and Resource Consents. This shift has largely come about through a refocus to being customer centric ensuring Building Consents are being processed within the statutory time-limits. This shift has also seen a positive reduction in the time taken to arrange inspections.

The Environmental Services team have continued to manage expectations working to statutory timeframes, through targets agreed internally.

There is a greater expectation of the adoption of technology by Regulatory Services, in response to how our clients are operating. These expectations are managed by the increased use of technology, testing of the systems and working with the industry to ensure that the system to be adopted will be fit for purpose and meet the needs of both Council and the community / industry.

3. What we're planning

Key issues and challenges

Key challenges facing Regulatory Services are varied, but include;

- Climate change
- Changing Government legislation and targets
- Development pressures and the move to the electronic world

The RMA is clear in its expectation of the need to ensure we monitor the state of the environment to measure the efficiency and effectiveness of policies, rules and plans whilst exercising any functions, powers or delegated duties

Climate Change

Responding to the effects of climate change will be a major issue within the lifetime of this Long Term Plan. Climate change effects are being felt now, and there is a need to respond in time to ensure the long term sustainability of the City. This work will need to focus around changes to the District Plan to ensure land is managed appropriately, and buildings are constructed in a manner that ensures they can withstand the impact of climate change (for example, an increased severity in storms).

Government Legislation and Targets

As indicated earlier there is likely to be a dramatic change in planning during the lifetime of this Plan. In mid-2020, the Government released the *Randerson Report* commissioned to look at how the RMA has been functioning and make recommendations on improvements. The report recommends repealing the RMA and replacing it with new Acts to ensure the system is fit for purpose into the future. The report also recommends that all planning documents at a Regional and District level be merged into one Plan allowing for the delivery of simplified and integrated plans.

Recent legislation changes allowing for additional building consent exemptions have been added to the Building Act. This will see a greater increase in the scope of work able to be done without a consent. The new exemptions will save building owners time and money and allow Councils to focus on building work that is higher-risk, helping boost productivity.

City Re-Development

There are major developments currently underway in the City, with indications that further development will be started during this Plans' lifetime. The challenge that comes with development will test the value of heritage against the need for change, modernisation and the ability to bring new features to the City.

The Electronic World

More and more can be done "online" and via electronic means. Regulatory is slowly adapting to this. Building Consents have now become electronic (2020), a move that was long needed. Many other applications are already available online (for example Dog Registrations) however the system is seen as slow, clunky and not meeting the current ages expectations. The digitisation project is a major part of the move into the electronic world. The project will be delivered by a mix of in-house staff, temporary staff and off site contractors – this will ensure that the end result is a legally compliant and user friendly property record system.

Key operational issues

All Regulatory Services are conducted in house with contractors providing additional support when needed.⁵ This will continue to be the case as we build depth, knowledge and experience within the current team. The RMA is clear in its expectation of the need to ensure we monitor the state of the environment to measure the efficiency and effectiveness of policies, rules and plans whilst exercising any functions, powers or delegated duties

Modernisation of the computer systems is a key operational issue – there are many aspects about the current systems that must raise questions about the long term use. The integration of Go Get and Simpli (Building systems) has been slow and piecemeal. There appears to be limited willingness to look at all systems and ensure they do what they are required to. For example, there appears to be a lack of understanding on how all parts of Council can be affected by a Building Consent (for example, Planning, Property Records as well as Environmental Services) and how that information is shared around the various sections of Regulatory services – let alone wider Council.

There is a significant focus on base monitoring of the District Plan to ensure that we understand the environmental base line and that permitted activities are actually performing within the parameters of the District Plan. In addition to this, there is a focus to ensure that operations and developments with Resource Consents are also operating within their conditions. The Compliance related teams across Customer and Environment frequently work together to ensure the best use of skills are taken to each site.

There has been a roll out of new technology enabling the Food Verifiers to complete verifications away from the office and if there is a clear, preforming verification a letter can be emailed directly from the verifiers tablet / device.

There has been comment on the online portals and the fact that they are disliked. They are generally described as “clunky”.

Environmental Services operate the Animal Care Facility for impounded dogs and other animals. Southland District Council lease a number of bays at this facility. As a result of a Ministry for Primary Industries check and further review by an Independent Community Panel a number of improvements were requested – many have been done – however the outside dog exercise area has not been completed (it is designed). This is problematic and a major operation issue and risk to Council. While Environmental Services operate the facility, it is managed by Property Services.

Where Regulatory Services can, we co-operate with other councils on matters of interest, for example the Invercargill / Southland Local Alcohol Policy. This will continue but can result on the work taking longer to finish.

⁵ For example with Building and Planning to assist in processing Consents, and in Animal Control to provide an after-hours service.

Operation Standards and Specifications

Table 7

Standards and regulations that support Regulatory Services

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
Food verification, Section 35 of the Food Act 2014	Notice of Recognition by Ministry for Primary Industries obtained and retained
Public Records Act 2005/ Section 229 Contract and Commercial Law Act 2017	Level to which records must be kept including property files
Animal Welfare (Dogs) Code of Welfare 2010	Processes have been developed to ensure adherence to the Code

Operation options and alternatives

As part of the 2017 Section 17A review, Council explored the options to deliver regulatory services, including 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 and to help supplement the in-house teams during times of high work flow or rebuilding.

Recommended activity programme

The Regulatory Services Activity has very few fixed assets as a result of recent structural changes. As noted earlier it manages the Animal Care Facility operations, while the building itself is managed by the Councils Property team. This, again as noted, has caused issues in the lack of progress in bringing the facility up to the level required by the Ministry for Primary Industries.

The major project to be undertaken is the digitisation of the property files. This is a significant undertaking – we will be starting from the beginning, as the work that has been undertaken to date has been found to not meet the requirements of the New Zealand Archive Standards, meaning that the original records could not be destroyed.

The increasing use of technology is the other key component – with all parts of Regulatory embracing technology and moving to online / electronic processing / inspections and administration.

What's changing and why?

Table 8

Consequences and Benefits of Investment

Project	Do Minimum	Current	Invest
Digitisation of Property Files	Do not digitise property files leaving in hard copy/ digitise on ad hoc basis	Digitising on an ad hoc basis	The complete digitisation of the property files will bring the files into a useable medium for both staff and the public. The ease to view information will be greatly enhanced and this will lead to efficiency improvements for all services that use the files. It will also make the property file records legal complaint
Environmental monitoring and Plan Effectiveness	Do no base line monitoring or checking of how the District Plan is operating	Respond on a complaint basis only, while slowly checking all Resource Consents	Ensure there is a fully resourced team to effectively monitor Resource Consents and to check how effective the District Plan is and provide information on the environmental outcomes being achieved

The assumptions we've made

The Invercargill City Council 2021-2031 LTP Assumptions document covers all of the assumptions used in the development of the Long Term Plan. The assumptions specifically relevant to the Regulatory Services Activity are shown below:

Table 9

Key Assumptions from 2021-2031 LTP related to Regulatory Services

	Assumption	Level of certainty	Impact of uncertainty	Council response
	Population			
Significant Assumption	<p>Population growth At 30 June 2020, the estimated population of Invercargill was approximately 57,100⁶⁷.</p> <p>The population growth for Invercargill is around 1%⁸. This rate has been observed during eight of approximately the past twelve years, making it a reasonable assumption for the current plan.</p> <p>Based on a 1% growth assumption, the expected population for 2031 is estimated to be around 62,810.</p> <p>Covid-19 might significantly change the previous growth forecasts for Council. Population growth is expected to be minimal in the short term as a</p>	Medium	<p>Council is not planning for a major change in population during the life of the current plan.</p> <p>There are multiple uncertainties related to population growth in Invercargill:</p> <ul style="list-style-type: none"> • While International students currently in New Zealand are able to return to SIT for study, the number of EFTS⁹ to date for 2021 is only 337. This is compared to 775 in 2020. • Riding out recession impacts of Covid-19 Alert Levels 4 and 3 • Proposed Tiwai Aluminium Smelter closure • Mid-range population forecast but noting underlying increase in population that has already surpassed StatsNZ estimates 	<p>The critical infrastructure and resources that Council provides were designed for a city with a population larger than we are now. Council has appropriate infrastructure and resources to service our population without significant financial impact as we have plenty of room to grow.</p> <p>This is in line with the higher forecast of the Southland Regional Development Strategy.</p> <p>Council will continue to monitor change in population growth during the life of the current long term plan to prepare for/respond to any significant changes realised from the multiple uncertainties identified.</p>

⁶ [Subnational population estimates \(TA, SA2\), by age and sex, at 30 June 1996-2020 \(2020 boundaries\) \(stats.govt.nz\)](#)

⁷ [Stats NZ Overview of data quality ratings, interim coverage and response rates, and data sources for 2018 census](#)

⁸ As above.

⁹ EFTS – Equivalent Full Time Student

	Assumption	Level of certainty	Impact of uncertainty	Council response
	result of Covid-19 limiting the ability of students and migrant workers to travel, along with continued aging of the population.			

	Economy			
Significant Assumption	<p>Economy A recessionary period is expected for the first five years of the LTP and longer-term structural changes to the economy beyond this time. This will lead to higher unemployment and lower GDP.¹⁰</p>	Medium	The shape of the recession (u or v) is as yet unknown. The relative impact across regions, based on industries impacted most by COVID-19, as well as potential impacts of proposed Tiwai closure and SIT becoming a subsidiary of Te Pūkenga needs to be better understood by Council in order to reduce this uncertainty. Significant errors in this area could have a significant impact on Councils budgets over the forecast period ¹¹ .	<p>This is likely to impact the number of applications for Consents and Licences as developers and business (new and existing) seek to secure their position.</p> <p>Council will focus on efficiency savings. Investment will only be made in activities which can be serviced.</p> <p>Council will continue to review its work programme and priorities as the level of uncertainty reduces.</p>
Activity Report Level	<p>Central Business District Following a period of static activity until 2023 when the City Block development is complete, the CBD will become more vibrant and have increased connectivity.</p>	High	The city centre is at the centre of Council's vision. As with any major investment of this type there is a level of uncertainty as to the impact of the development on future use patterns within the city. If the development does not succeed in drawing people to the city centre it will have an impact on Council strategy.	<p>Regulatory Services will play a major role in enabling this. Regulatory Services are working with developers and will continue to do so.</p> <p>Council strategic activities and economic development activities</p>

¹⁰ BERL Local Government Cost Adjustor Forecasts – Three Scenarios Reference No: #6109

¹¹<https://www.infometrics.co.nz/industry-concentrations-and-the-fall-of-think-big/> ; <https://www.infometrics.co.nz/examining-the-nz-industries-hit-hardest-by-the-covid-19-pandemic/> ; BERL Local Government Cost Adjustor Forecasts – Three Scenarios Reference No: #6109

	Council will work in collaboration with others to enable strategic activities and initiatives to support the success of the CBD.			<p>delivered through Great South will align to support the success of the city centre projects</p> <p>Streetscape works will be designed to support connectivity to the city centre. Council will need to plan for the structural change this is anticipated to involve.</p> <p>Council has support for heritage buildings through the Regional Heritage Strategy and associated funds to support businesses managing high costs of older buildings.</p>
Social and cultural				
Activity Level	Māori culture Māori culture will become more visible in the city.	Medium	Increased awareness of the need to recognise Maori culture and tikanga (methodology), with a particular focus on partnership, participation and protection.	<p>Regulatory Services will work to ensure this can happen</p> <p>Council will invest more in Maori engagement to ensure strategic projects reflect Maori culture in the city.</p>
Resilience				
Significant Assumption	Natural disaster No natural disaster is expected to impact the City during the life of the plan.	Medium	<p>The impacts of a disaster will be assessed at the time and an appropriate response prepared.</p> <p>Infrastructure renewals are undertaken using resilient design practices.</p>	<p>Regulatory Services play a key role in Emergency Management and will continue to do so. The various Acts and rules all help us manage this risk.</p> <p>Council has a focus on resilience. Council continues to support and invest in Emergency Management Southland.</p>

Environment – Climate Change

Climate change impacts will vary across regions in Southland. The following is a summary of impacts taken from the *Southland climate change impact assessment, August 2018* report.

Significant Assumption	<p>Mean sea level is expected to rise. By 2040: 0.2-0.3 m By 2090: 0.4-0.9 m</p>	High	<p>Errors in modelling will have significant impact on capital works programme required</p> <p>Stormwater – increased tailwater levels require consideration for outfall design.</p> <p>Flood Banks – Renewals need to consider increased sea level during design life.</p> <p>Sewerage – Clifton outfall may need to be pumped long term.</p>	<p>The District Plan is required to make provision for Natural Hazards, there will be more guidance from Central Government on this. Conversations will need to commence on what climate change and the response to it will look like in Invercargill.</p> <p>A planned pathway for the review of these assumptions and the impacts will minimise large impacts upon activities.</p>
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Council operations

Significant Assumption	<p>Council services and structure Council is planning for the current structure to deliver the current set of services, with the exception of water and sewerage.</p>	Medium	<p>If amalgamation does occur, costs to the ratepayer will remain the same, although revenue and financing will be done by a different operator.</p>	<p>It is noted that the <i>Randerson Report</i> on the Resource Management system is recommending that Planning functions be merged into a Regional Entity and makes obiter comments about rationalisation of Councils.</p> <p>Council will proactively engage with neighbouring authorities and central government to ensure that the best result is achieved from any amalgamation.</p>
Asset/Activity Level Significant Assumption	<p>Legislative changes There will be changes to legislation that have an impact on how Council will provide services. These changes may affect the</p>	High	<p>Changes may affect the Council organizational structure but not change the level of service received by the customer/ratepayer.</p>	<p>Changes will be managed as required, and will ensure there is no drop in level of service as a result. Management will continue to engage</p>

	Council organizational structure but not change the level of service received by the customer/ratepayer.			with Government and plan for changes in services in response to policy and regulation changes as these arise.
	Financial forecasting			
Significant Assumption	Inflation Operational forecasts and capital work programmes will increase by the accumulated Local Government Cost Index inflation forecast by BERL.	Medium	Cost change factors are based on information developed for Council's by Business and Economic Research Limited (BERL). Significant variations to inflation would have an impact on Council's financial management.	Councils Fees and Charges for Regulatory matters are reviewed in accordance with inflation pressures. Council will continue on the planned pathway for the Capital Works programme and review operational revenue & expenses each year.
Significant Assumption	Asset revaluation Asset values will increase by the accumulated Local Government Cost Index inflation forecast be BERL on the last valuation value. Revaluation occurs in 2021/22 and every third year therefore.	Medium	Changes in the valuation or life of Council assets may have a significant impact on Council's financial management and capital programme.	Council will continue on the planned pathway for the Capital Works programme and monitor with after each revaluation cycle.
Activity Report Level	Interest rates - Borrowing Expected interest rates on borrowing will be 2.5%.	High	The treasury report from Bancorp projects the ICC Borrowing interest rate are currently at 2.20% in 2020, and is expected to fall and remain under 2% for the next 10 years. Significantly higher interest rates would impact Council's financial position.	2.5% would allow some upside if the situation changed (interest rates increase or credit rating decreases); but Council have potential to go to 2.25% or 2% to lower costs.
Activity Report Level	Interest rates – Cash and Deposits Return on cash and term deposits are forecasted to expect a negative rate at some stage within 2020/2021.	Medium	Term deposit rates currently vary from 0.5% for under 6 months to a flat 1% for longer. Most forecasts still expect a negative rate at some stage within 2020/2021.	An assumption of 0.5% should be comfortable and if rates do increase again in the future, this will put Council in a more positive position.
Activity Report Level	Dividends from ICHL will be \$4.8m + CPI.	Medium	This would have a negative impact on Council's overall revenue and cash position, which would increase the burden on ratepayers.	Council will consider strategic reliance on dividends noting increased levels of economic

				uncertainty.
Activity Report Level	External Funding It is assumed Council will achieve the level of external funding as estimated.	High	The immediate impact of Covid-19 has been seen in the local community, with reduced funding available from major community funders including the Community Trust of Southland and Invercargill Licencing Trust and Foundation.	Council acknowledges the challenge of obtaining external funding at this time. Should Council not be able to obtain funding as indicated this would impact project scope and in some cases require further consultation.

A full list of the assumptions can be found online.

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 controls wandering dogs and places additional responsibility on owners of dogs which are aggressive and dangerous. Premises where food and alcohol are served are verified 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.

Environmental

Minimum environmental design 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 discussion is occurring in the Central Business District about 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.

Economic and Financial

Regulatory Services is funded both via rates and through user charges.

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. A higher proportion of rates are likely to be needed to assist funding the Environmental monitoring work, and the expense of the digitisation project as these have direct benefits to the community as a whole and are not simply part of the user pays model.

Risk

The Council recognises that it is obliged to regularly review and effectively manage 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.

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

Risk Identification and Assessment

Table 10

Health and Safety 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	District Plan becomes outdated	District Plan Changes not being undertaken.	1	3	3	2	4	2	2.35	E	L	Undertake District Plan review.	No change.	
Planning Services	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	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 Services	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 Services (Food)	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.	

Note: risk schedules will be updated following implementation of corporate framework.

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.

Possible Approaches to Risk Mitigation

Table 11

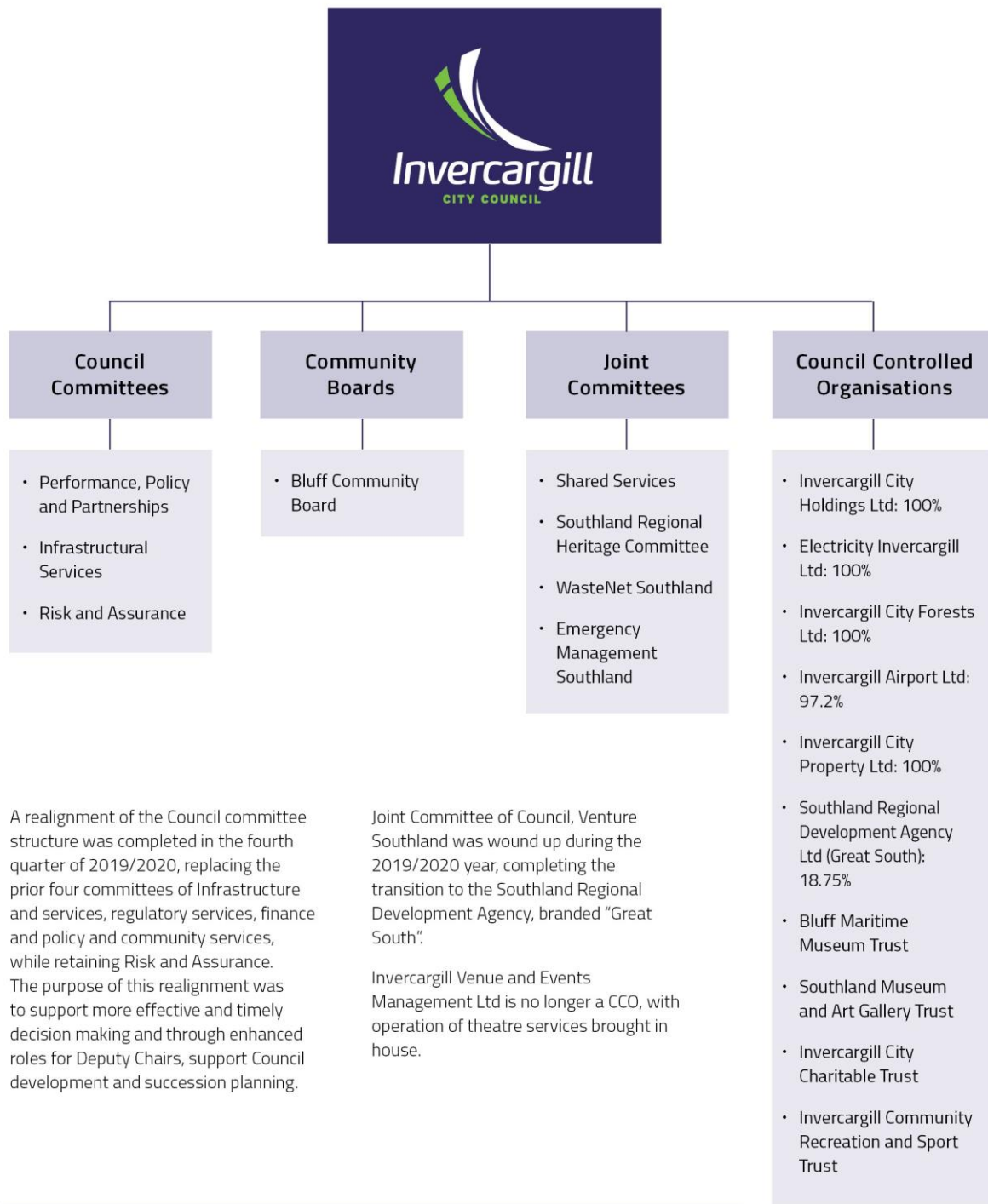
Possible Approach to Risk mitigation

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

4. How we'll manage what we do

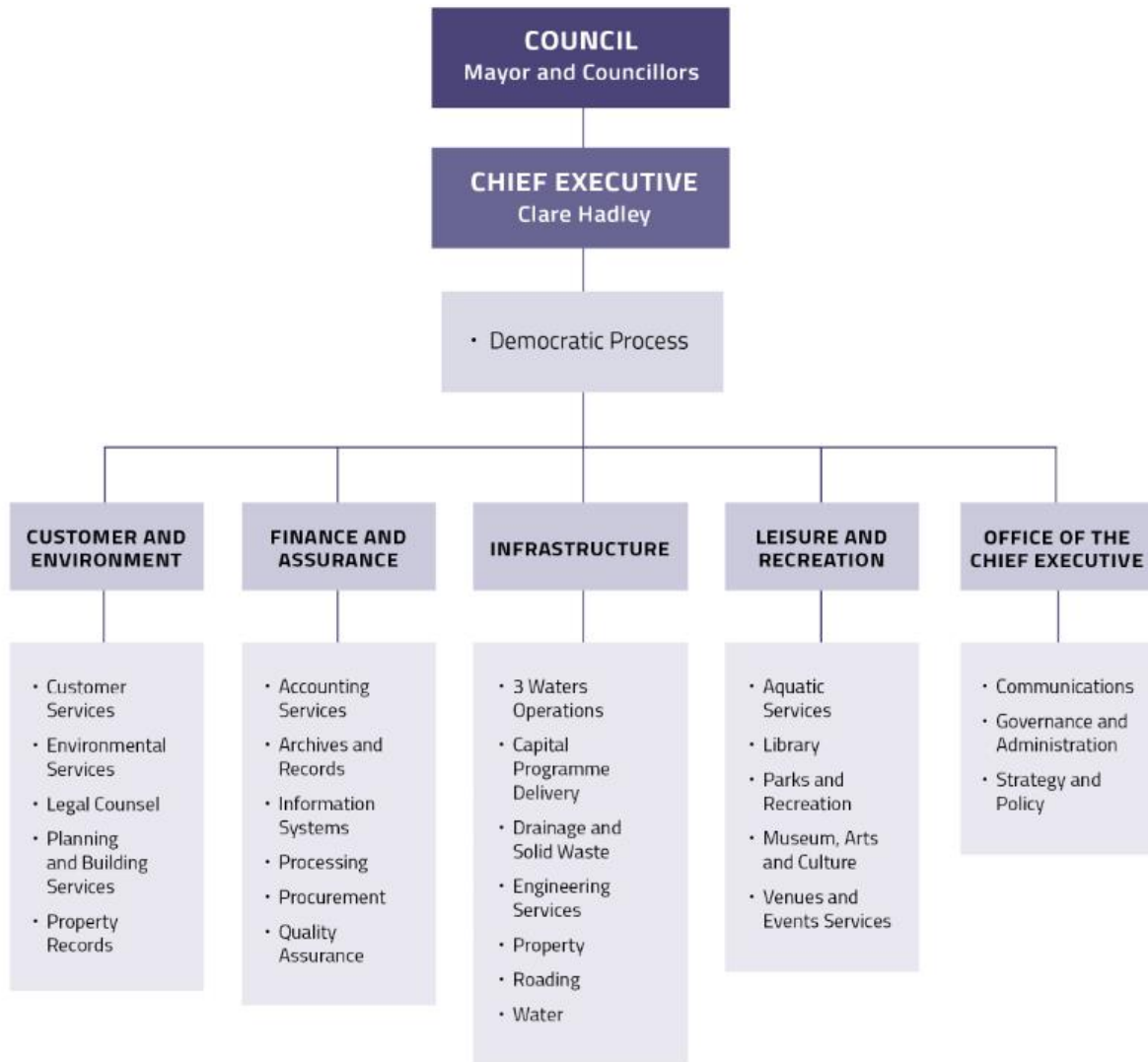
Responsibility and Resourcing

Council Structure



Invercargill introduced

Management Structure



Operation Strategy

Regulatory Services are currently provided by a mix of in-house staff and contractors. It is expected that this will continue during this Long Term Plan.

However, there will be change in how the community and customers engage with Council. It is likely there will be a reduction in hard-copy applications being lodged, and an increase in online and electronic means. This process is already well underway, and being appropriately supported will increase with the corresponding improvements in service.

This does not mean that the art of interacting with people will be lost or the ability for meetings to be held impacted. Rather much of the day to day running can be completed by non-paper means. This has positive efficiency outcomes and environmental outcomes.

Property file digitisation is a major strategy that will come to its fruition in the lifetime of this Long Term Plan. This is a major piece of work that will have a marked impact on the Regulatory Group and will greatly increase the efficiency in processing applications and LIMs, as well as being able to process property file requests, improving the use of this information to the public. This project will be delivered by a mix of in-house staff, contractors (external) and fixed term staff.

The Regulatory Services Activity is delivered by the Customer and Environment Group. There is the Group Manager, four managers (Building and Planning Service, Environmental Services, Customer Services¹² and Legal Counsel) and five team leaders (Building Services, Planning, Environmental Health, Compliance and Property Records.¹³

Operation Standards and Specifications

Table 12

Standards and regulations that support Regulatory Services

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.
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.
Public Records Act 2005/ Section 229 Contracts and Commercial Law Act 2017	Level to which records must be kept- including property files.

¹² A new position and currently being recruited. It is also noted that Customer Services Activities sit in the Corporate Services Activity Plan at this time.

¹³ These are the key team leaders in the Regulatory Group - it excludes the team leaders and teams in Customer Services as they are accounted for in the Corporate Services Plan.

Managing the condition and performance of our assets

With respect to assets, the Regulatory Services Activity relies on the wider Council for the provision of the assets that are required for this Activity to be delivered. Technical tools¹⁴ are all owned, maintained and calibrated by the managers and team leaders who requires those items.

The Compliance team (part of Environmental Services) operate the Animal Care Facility. The Property team are responsible for the buildings and maintenance, and this includes improvements. Issues relating to this have already been noted earlier.

¹⁴ For example noise monitors, moisture meters, camera, animal control equipment

5. How we'll fund it

Table 13

Funding for Regulatory Services

Activity	Source of Funding	
	User Charge / Fees	Rate
Resource Management	✓	✓
Building Services	✓	✓
Environmental Health	✓	✓
Compliance Services	✓	
Alcohol	✓	✓
Animal Services	✓	✓

Regulatory Services is funded from a mix of rates contribution and fees and charges. It is noted that there will be a need for a higher share of rates to be apportioned to this activity to enable the effect monitoring of the District Plan and for the Digitisation of the Property Records.

Table 14*Regulatory Services Total Expenditure OPEX and CAPEX 10 years*

	2020/21 Annual Plan (\$000)	2020/21 Forecast (\$000)	2021/22 LTP (\$000)	2022/23 LTP (\$000)	2023/24 LTP (\$000)	2024/25 LTP (\$000)	2025/26 LTP (\$000)	2026/27 LTP (\$000)	2027/28 LTP (\$000)	2028/29 LTP (\$000)	2029/30 LTP (\$000)	2030/31 LTP (\$000)
OPERATING												
Rates revenue	3,937	3,937	921	964	1,008	1,055	1,104	1,155	1,196	1,240	1,284	1,331
Subsidies and grants (Capital)	-	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-	-	-	-	-	-	-
Direct charges revenue	4,127	4,317	4,498	4,678	4,906	5,060	5,266	5,515	5,639	5,809	6,026	6,161
Rental revenue	-	-	-	-	-	-	-	-	-	-	-	-
Finance revenue	2	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Fines	605	605	605	622	638	654	671	688	705	724	745	764
Other revenue	414	414	414	426	437	447	459	470	483	496	510	522
Internal charges and overheads recovered	71	-	-	-	-	-	-	-	-	-	-	-
Total revenue	9,156	9,273	6,438	6,690	6,989	7,216	7,500	7,828	8,023	8,269	8,565	8,778
Employee expenses	4,517	3,075	3,152	3,245	3,322	3,405	3,497	3,585	3,670	3,771	3,878	3,971
Administration expenses	217	214	207	213	222	224	229	237	242	248	256	261
Grants & subsidies expenses	354	354	354	354	354	354	354	354	354	354	354	354
Operational expenses	1,531	2,079	1,991	1,996	1,714	1,718	1,816	1,809	1,896	1,905	2,010	2,008
Repairs & maintenance expenses	41	41	41	42	43	44	44	46	47	49	50	52
Depreciation and amortisation	68	68	68	68	68	68	68	68	68	68	68	68
Finance expenses	8	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,949	-	-	-	-	-	-	-	-	-	-	-
Total expenses	8,685	5,831	5,813	5,918	5,723	5,813	6,008	6,099	6,277	6,395	6,616	6,714
OPERATING SURPLUS / (DEFICIT)	471	3,442	625	772	1,266	1,403	1,492	1,729	1,746	1,874	1,949	2,064
CAPITAL EXPENDITURE												
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	75	600	617	633	649	666	-	-	-	-	-	75
TOTAL CAPITAL EXPENDITURE	75	600	617	633	649	666	-	-	-	-	-	75
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-

Table 15*Regulatory Services Total Expenditure OPEX and CAPEX 30 years*

	2022-2026 LTP (\$000)	2027-2031 LTP (\$000)	2032-2036 LTP (\$000)	2037-2041 LTP (\$000)	2042-2046 LTP (\$000)	2047-2051 LTP (\$000)
<u>OPERATING</u>						
Rates revenue	5,052	6,206	7,413	8,855	10,577	12,632
Subsidies and grants (Capital)	-	-	-	-	-	-
Subsidies and grants (Operational)	-	-	-	-	-	-
Direct charges revenue	24,408	29,150	33,695	39,059	45,275	52,493
Rental revenue	-	-	-	-	-	-
Finance revenue	-	-	-	-	-	-
Dividends	-	-	-	-	-	-
Fines	3,190	3,626	4,078	4,549	5,069	5,651
Other revenue	2,183	2,481	2,791	3,112	3,468	3,868
Internal charges	-	-	-	-	-	-
Total revenue	34,833	41,463	47,977	55,575	64,389	74,644
Employee expenses	16,621	18,875	21,212	23,651	26,375	29,399
Administration expenses	1,095	1,244	1,389	1,558	1,737	1,935
Grants & subsidies expenses	1,770	1,770	1,770	1,770	1,770	1,770
Operational expenses	9,235	9,628	10,718	11,956	13,336	14,870
Repairs & maintenance expenses	214	244	274	309	345	386
Depreciation and amortisation	340	340	340	340	340	340
Finance expenses	-	-	-	-	-	-
Internal charges	-	-	-	-	-	-
Total expenses	29,275	32,101	35,703	39,584	43,903	48,700
OPERATING SURPLUS / (DEFICIT)	5,558	9,362	12,274	15,991	20,486	25,944
<u>CAPITAL EXPENDITURE</u>						
• to meet additional demand	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-
• to replace existing assets	3,165	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE	3,165	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-

Figure 1

Regulatory Services Operating Revenue – 10 Years

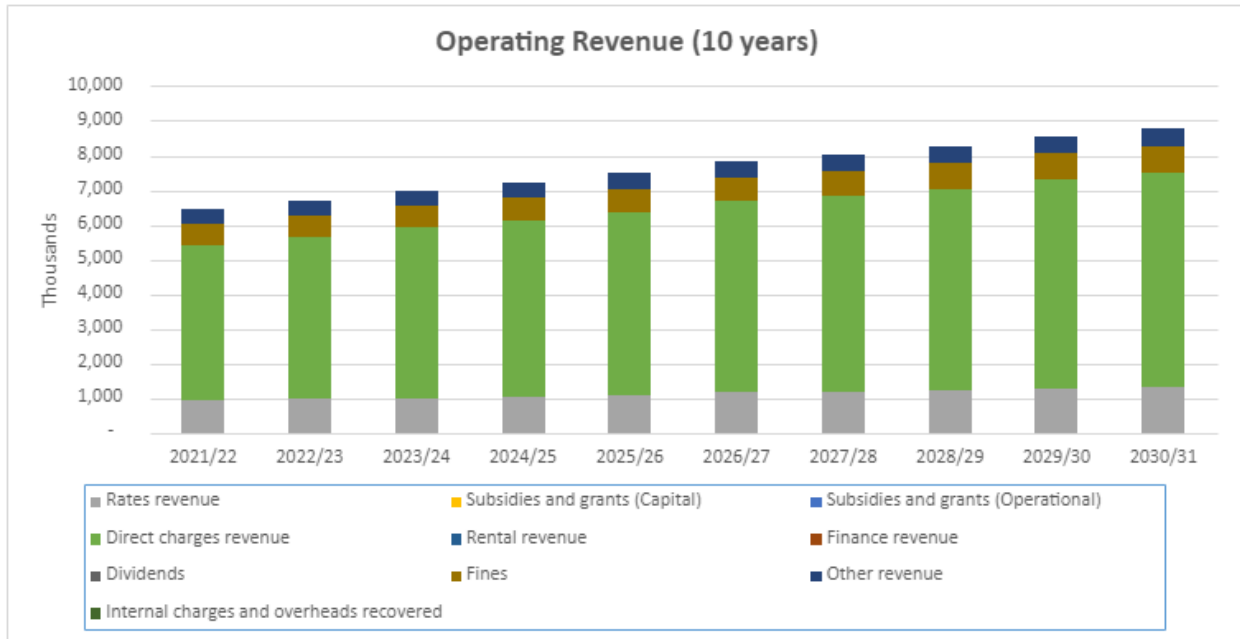


Figure 2

Regulatory Services Operating Revenue – 30 Years

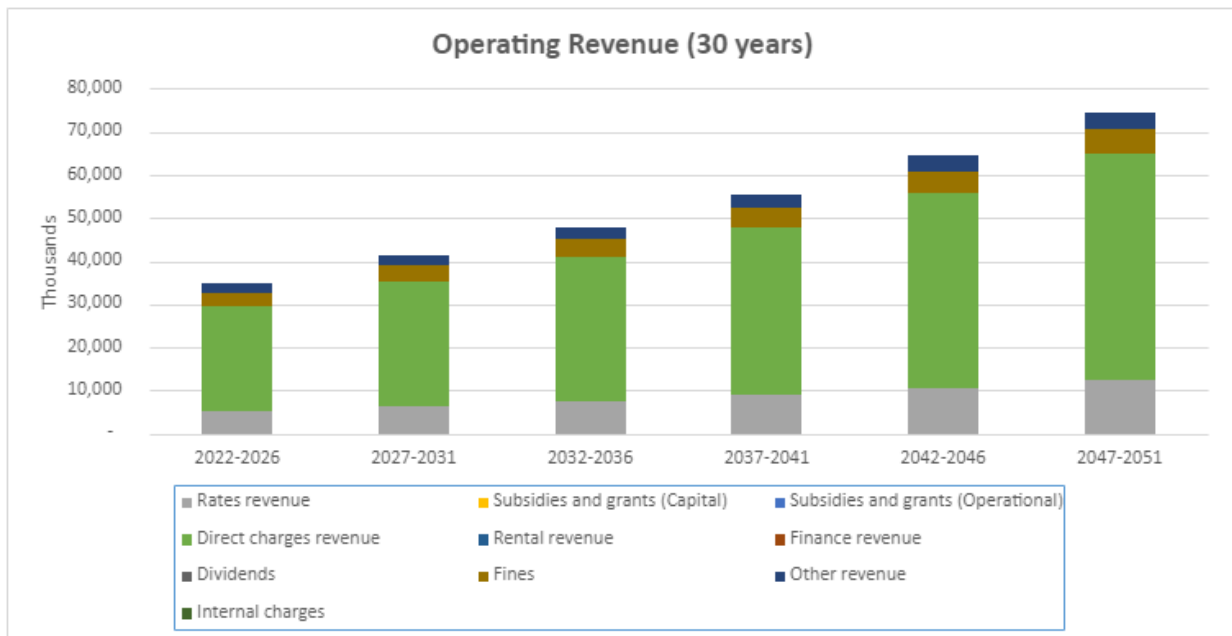


Figure 3

Regulatory Services Operating Expenditure – 10 Years

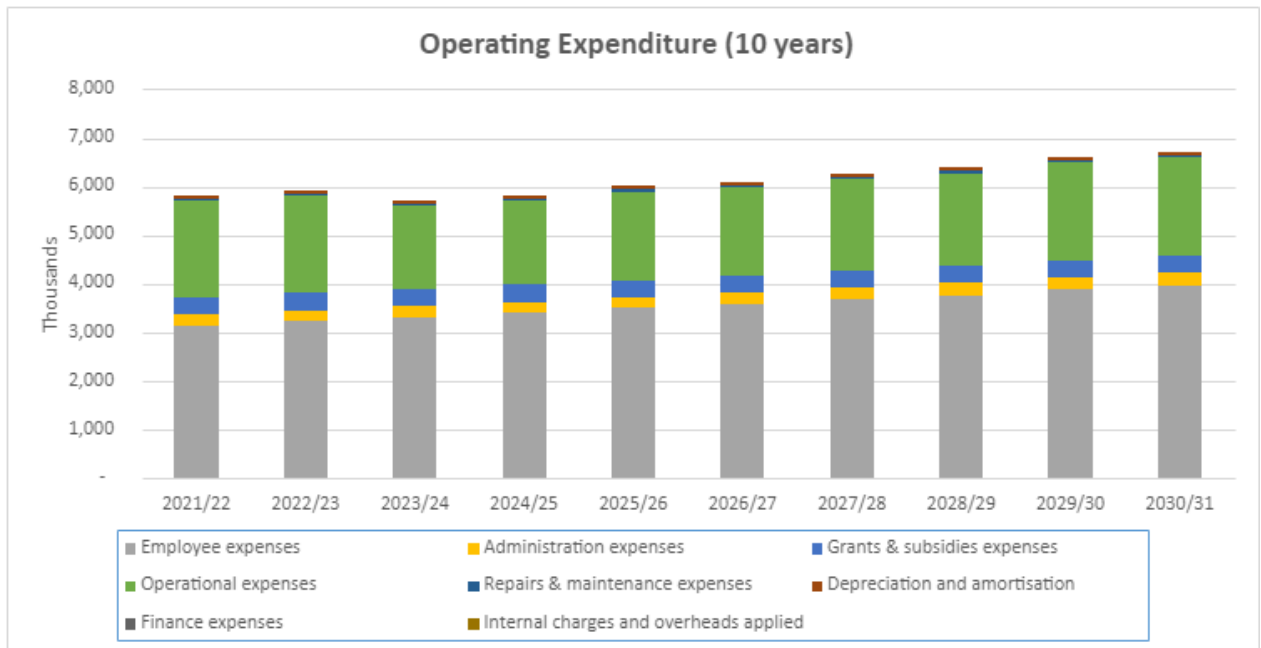


Figure 4

Regulatory Services Operating Expenditure – 30 Years

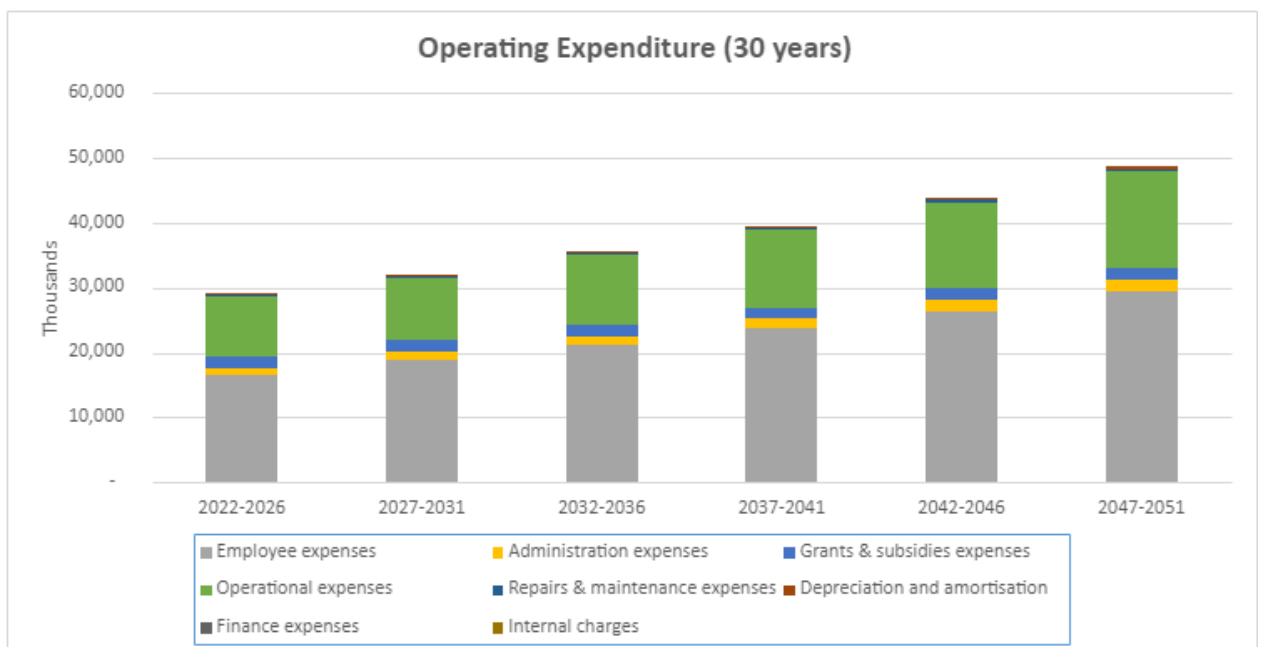


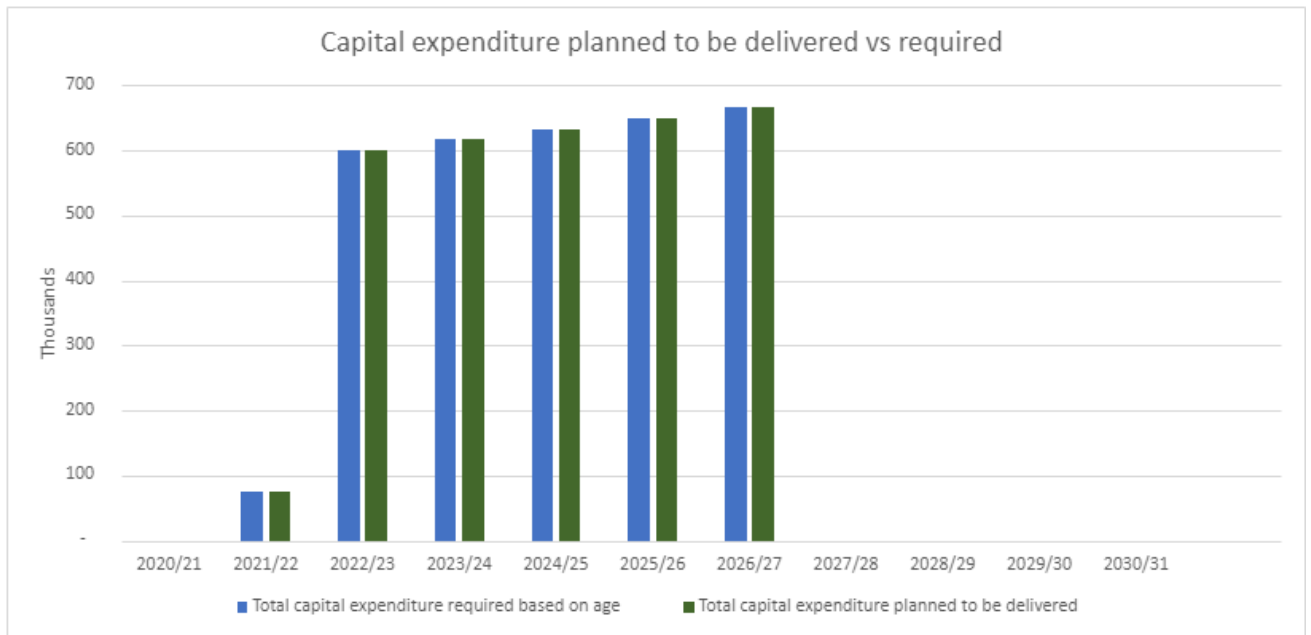
Table 16

Regulatory Services Assets – Planned to be delivered vs required - 10 years

	2020/21 Annual Plan (\$000)	2020/21 Forecast (\$000)	2021/22 LTP (\$000)	2022/23 LTP (\$000)	2023/24 LTP (\$000)	2024/25 LTP (\$000)	2025/26 LTP (\$000)	2026/27 LTP (\$000)	2027/28 LTP (\$000)	2028/29 LTP (\$000)	2029/30 LTP (\$000)	2030/31 LTP (\$000)
<u>Capital expenditure required based on age</u>												
• to meet additional demand		-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		75	600	617	633	649	666	-	-	-	-	-
Total capital expenditure required based on age		75	600	617	633	649	666	-	-	-	-	-
<u>Capital expenditure planned to be delivered</u>												
• to meet additional demand		-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		75	600	617	633	649	666	-	-	-	-	-
Total capital expenditure planned to be delivered		75	600	617	633	649	666	-	-	-	-	-

Figure 5

Regulatory Services Assets – Planned to be delivered vs required - 10 years



6. How we'll know we're delivering

How we'll manage improvements

Council operates on a four-weekly cycle with meetings for the two committees of Infrastructural Services Committee and Performance, Policy and Partnership Committee. These Committees monitor and consider reports on levels of services for activities and assets alongside monthly financial accounts for each department. Committee members question these reports with Managers present to answer any questions that arise from the reports.

The information for these reports is entered into various software systems. This monitors the performance both fiscal, and service based against targets and budgets from Council's Long-term Plan. Targets can be key performance indicators, internally driven targets or provided from a Ministry that oversees that area, i.e. Department of Internal Affairs. At a full Council meeting these reports are then received.

Frequency of Review

Every financial year Council prepares an Annual Report that is the key document in ensuring the expenditure for the year was efficient and is pertinent in ensuring accountability to the community and ratepayers.

The Annual Report does not just show the current financial status, but also shows the levels of service for all Council activities and assets measured against the yearly targets set in the Long-Term Plan. These are measured and reported quarterly in the Council meetings. The Annual Report is a holistic overview of their performance.