



**The Extraordinary Meeting of the
Kawerau District Council will be
held on Wednesday 15 May 2024
commencing at 9.00am**

A G E N D A

GUIDELINES FOR PUBLIC FORUM AT MEETINGS

1. A period of thirty minutes is set aside for a public forum at the start of each Ordinary Council or Standing Committee meeting, which is open to the public. This period may be extended on by a vote by members.
2. Speakers may address meetings on any subject. However, issues raised must not include those subject to legal consideration, or be issues, which are confidential, personal, or the subject of a formal hearing.
3. Each speaker during the public forum is permitted to speak for a maximum of three minutes. However, the Chairperson has the discretion to extend the speaking time.
4. Standing Orders are suspended for the duration of the public forum.
5. Council and Committees, at the conclusion of the public forum, may decide to take appropriate action on any of the issues raised.
6. With the permission of the Chairperson, members may ask questions of speakers during the period reserved for public forum. Questions by members are to be confined to obtaining information or clarification on matters raised by the speaker.

**The Extraordinary Meeting of the Kawerau District Council
will be held on Wednesday 15 May 2024
commencing at 9.00am**

A G E N D A

Karakia Timatanga

Apologies

Leave of Absence

Declarations of Conflict of Interest

Public Forum

1 Rate Remission – Cultural / Sporting Organisations Leasing Council Land (Financial Accountant) (110551)

Pgs. 1 - 4

Attached is a report on the Rate Remission – Cultural / Sporting Organisations Leasing Council Land.

Recommendations

1. *That the report “Rate Remission – Cultural / Sporting Organisations Leasing Council Land” be received.*
2. *That Council adopts a proposed rate remission (apart from service charges) for sporting and cultural organisations leasing Council land and not having a liquor license*
3. *That Council consults the community on this proposed rate remission policy for commencement 2024/25.*

2 Activity Review for Building Services (Group Manager, Regulatory and Planning) (103015)

Pgs. 5- 16

Attached is a report Activity Review for Building Services.

Recommendations

1. *That the report “Activity Review for Building Services” be received.*
2. *That Council adopt the Building Services delivery as proposed in this report and contained in Appendix A.*

3 Activity Review for Civil Defence Services (Group Manager, Regulatory and Planning) (103015)

Pgs. 17 - 26

Attached is a report Activity Review for Civil Defence Services.

Recommendations

1. That the report "Activity Review for Civil Defence Services" be received.
2. That Council adopt the Civil Defence Services delivery as proposed in this report and contained in Appendix A.

4 Activity Review for Resource Management Services (Group Manager, Regulatory and Planning) (103015)

Pgs. 27 - 35

Attached is a report Activity Review for Resource Management Services.

Recommendations

1. That the report "Activity Review for Resource Management Services" be received.
2. That Council adopt the Civil Defence Services delivery as proposed in this report and contained in Appendix A.
3. That Council approves the recommendation to introduce a new performance target, being "Consents processed within required timeframes >90%".

5 Exclusion of the Public

Recommendation

That the public is excluded from the following part of the proceedings of this meeting, namely:

1. River Road Rehabilitation

The general subject of the matter to be considered while the public is excluded; the reason for passing this resolution in relation to the matter, and the specific grounds under Section 48(1) of the Local Government Information & Meetings Act 1987 for the passing of this resolution is as follows:

General Subject of the matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1. River Road Rehabilitation.	Maintain the effective conduct of public affairs through the free and frank expression of opinions.	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of

		<i>information for which good reason for withholding exists. Section 48 (1) (a) (i)</i>
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This resolution is made in reliance on Section 48(1) (a) of the Local Government Official Information & Meetings Act 1987 and the particular interest or interests protected by Section 7 (2) (b) (i) of that Act.

Karakia Whakamutunga

M Godfery

Chief Executive Officer

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Meeting: Extraordinary Council

Meeting Date: 15 May 2024

Subject: **Rate Remission – Cultural / Sporting Organisations Leasing Council Land**

File No: 110551

1 Purpose

The purpose of this report is to consider a rate remission policy for sporting and cultural organisations that lease Council land and do not have a liquor license.

2 Background

The Local Government Act 2002 requires that Council adopt rate remission and postponement policies if Council intends to remit or postpone rates.

The policies must be reviewed at least every 6 years and consulted with the community.

Council has the following current rate remission and postponement policies:

- Rate remission for high valued residential properties
- Rate relief for farm properties
- Rate relief for developments
- Rate remission and postponement policy for Māori freehold land
- Rate penalty remission policy

Council cannot remit rates (including penalties) unless it has a policy that permits that particular rate remission.

There are 4 organisations that lease Council reserve land which is occupied by their own buildings. These include:

- Kawerau Arts Society
- Kawerau Bowling Club
- Kawerau Judo Club
- Kawerau Scouts

There are 2 other clubs that lease Council buildings which are located on reserves:

- Kawerau Sports Club
- K-Fit (Onepu clubrooms)

The Bowling Club and the Kawerau Sports Club both hold liquor licenses.

The Local Government (Rating) Act 2002 states that land that is used by a local authority for arts, sport and games is 100% non-rateable, while land used by a society or association for arts, sports and games is 50% non-rateable (apart from water, refuse and wastewater charges). Although, if an organisation has a liquor license then the area covered by the liquor license is fully rateable.

Currently, none of these organisations are charged rates apart from water by meter charged to the Bowling Club.

Council has indicated that a rate remission policy (excluding service charges) should be developed for those sporting and cultural organisations which lease Council land and do not have a liquor license.

3 Legal and Policy Considerations

The Local Government (Rating) Act 2002 lists properties that are 100% non-rateable and those that are 50% non-rateable.

The Local Government Act 2002 requires Council to adopt a rate remission and postponement policy for Māori freehold land. Also, Council may adopt other rate remission and postponement policies, and these policies must be reviewed and consulted on with the community at least every 6 years.

4 Options

Council has the following options concerning a rate remission policy for sporting and cultural organisations leasing Council land/buildings:

- Approve a rate remission policy (apart from service charges) for sporting and cultural organisations leasing Council land that don't have a liquor license
- Approve a rate remission policy (apart from service charges) for sporting and cultural organisations leasing Council land including those that have a liquor license. (Council would probably also need to include the Golf Club in this policy)
- Don't adopt a rate remission policy for these organisations – which means they would have to pay rates in accordance with the Local Government (Rating) Act 2002.

5 Appendix

Proposed Rate Remission Policy – Sporting and cultural organisations leasing Council land.

6 RECOMMENDATIONS

1. That the report “Rate Remission – Cultural/Sporting Organisations Leasing Council Land” be received.

2. That Council adopts a proposed rate remission (apart from service charges) for sporting and cultural organisations leasing Council land and not having a liquor license
3. That Council consults the community on this proposed rate remission policy for commencement 2024/25



Peter Christophers, BBS, ACA

Financial Accountant

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Proposed Rates Remission Policy - Sporting and Cultural Organisations leasing Council land.

Policy Objectives

The objectives of this policy are to ensure that the rates charged to sporting and cultural organisations are consistent with rates charged to Council if it was providing these services.

Principle

The level of rates charged to sporting organisations should be affordable (for the organisation) as well as fair and equitable.

Background

The following sporting and cultural organisations lease Council reserve land/buildings:

- Kawerau Arts Society
- Kawerau Judo Club
- Kawerau Scouts
- K-Fit (Onepu clubrooms)

They do not hold a liquor license and are liable for 50% of the general rates plus service charges (water, wastewater & refuse charges). Historically, council has not charged rates to these organisations and considers

that it is equitable and efficient to remit the rates excluding the service charges.

Policy Statement

Council will grant a 100% remission for the general rate charged to sporting and cultural organisations leasing Council land and not holding a liquor license. These organisations include:

- Kawerau Arts Society
- Kawerau Judo Club
- Kawerau Scouts
- K-Fit (Onepu clubrooms)

This remission is conditional on the properties continuing to provide sporting and cultural services to the community and also not holding a liquor license

The remission policy will apply to the general rate (charged on capital value and the Uniform Annual General Charge). However, it will not apply to targeted rates for services (water, wastewater & refuse) which will be charged to these organisations on a quarterly basis.

This policy will be reviewed as part of the preparation of the Long Term Plan 2025 - 2034.

Meeting: Extraordinary Council

Meeting Date: 15 May 2024

Subject: **Activity Review for Building Services**

File No.: 103015

1 Purpose

The Local Government Act requires that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.

This review of the Building Service must consider the governance, funding and delivery of services, and requires specified options to be considered. Governance relates to how decisions are made about a service, Finance relates to how funding is provided to the service, and Delivery is how the service is operated.

This activity review is also undertaken as part of the development of Council's 2024-34 the Long-Term plan.

2 Activity Goal

The overall goal of all the environmental services, which incorporates the building services activity, is to promote the sustainable development of the District and the health, safety and well-being of its residents.

Expanding on this, Council's Building Services goal is to retain build control accreditation to maximise the community's social, cultural, environmental and economic benefits through the built form and minimise the risk of unsafe and unconsented building work.

3 Service and Scope

Council is required by the Building Act 2004 to perform the functions of a building consent authority within its district.

Council is the registered and accredited building consent authority for Kawerau under the Building Act 2004. The building consent authority functions require Council to process applications and issue building consents, notices to fix, code compliance certificates and compliance schedules and inspect building work.

Council (as distinct from its BCA functions) also:

- issues project information memoranda
- grants exemptions for work that does not require a building consent
- grants waivers and modifications of the building code
- issues certificates of acceptance

- issues and amends compliance schedules
- administers and enforces annual building warrants of fitness
- decides the extent to which buildings must comply with the building code when certain changes are made
- monitors and enforces provisions relating to dangerous, insanitary, and earthquake-prone buildings
- administers and enforces the fencing of swimming pools

4 Current Governance and Service Delivery

Since 2018, service delivery has been carried out by a team comprising a Senior Building Control Officer (Snr BCO - 0.8 FTE) supported by a Building Control Administrator/Quality Assurance Coordinator (1.0 FTE).

In addition, a contract for services with the Rotorua Lakes Council Building Consent Authority has also been in place to deal with complex building consents beyond the competence scope of the Senior BCO, or where conflicts of interest occur (e.g. Council projects) and for technical leadership services, competency assessment (including peer review), training needs assessment and providing leave cover and other extraordinary cover requirements.

The BCA is also an active participant in the Lakes Coast Cluster Group of Building Consent Authorities.

These arrangements have delivered on expectations and Council has maintained registration and accreditation.

5 Current Performance Measures for Level of Service

The building services activity is measured on the following levels of service:

Levels of Service	Measures	Target 2020/21
Service users consider Council's Building Control Activity to be effective	Satisfaction survey of service users - building consents processes	90%
	Satisfaction survey of service users - building inspection processes	90%
Council provides in-house building consent, inspection and approval services	Bi-annual Building Consent Authority accreditation re-assessment	Accreditation and registration retained
Kawerau buildings requiring Building Warrants of Fitness are compliant	Number of buildings audited for BWOF requirements	35%

The community satisfaction is measured through monthly satisfaction surveys. This year's results were down from the previous year with 100% satisfaction for building consents (8/8) and 80% satisfaction for building inspections (8/10).

Building services were not measured as part of the Triennial Residents survey.

6 Current Service Delivery Costs

The Building activity has a budget of \$340,976 per year and is funded through rates (\$270,976) and fees and charges (\$70,000).

Service availability costs are considered to be 100% public benefit and are entirely rates funded. Service use costs are considered to be 20% public benefit and 80% private benefit and rating is targeted towards this, although the actual % is dependent on the number of building consent applications processed in any given year.

Fees for the various categories of consent application were comprehensively reviewed for the 2019/20 year and have been increased within inflation in 2022/23 and 2023/24.

Council is subject to routine audit every two years by International Accreditation New Zealand, to confirm that its policies, systems and processes, and technical delivery of services, are robust and can meet statutory requirements. The current cost of this audit is approximately \$26,000.

7 Analyses of the Service

Need for the Service

Council is required by the Building Act 2004 to perform the functions of a building consent authority within its district.

However, there are different options for delivering the services which include in-house; a council-owned organisation; a jointly-owned organisation; another council or an external provider (person, business or organisation).

Important factors to consider in the delivery is the ability to maintain and deliver a consistent, quality service that is controllable, achievable and cost-effective. Council is subject to routine assessments every two years by International Accreditation New Zealand (IANZ) to confirm that its policies, systems and processes, and technical delivery of services, are robust and can meet statutory requirements.

Efficiency and Effectiveness of the Service

Kawerau District Council provides an efficient service, currently operating at an average 6-day turn around for building consents (20-day statutory timeframe). Building inspections are completed on Tuesday and Thursday, although where required are available within 24 hours (except Friday – Sunday).

Contractors are available to provide cover for leave, along with technical advice, training reviews and competency assessments. A good relationship is

maintained between the contractor and Council, with an existing 2-year contract in place (ending September 2025).

The combined in-house service and contractor arrangement has provided an efficient and effective local service to our community.

The level of service provided locally is hard to match by other organisations due to staffing shortfalls.

Building warrant of fitness and swimming pools fence inspections/audit are completed yearly in line with current levels of service.

Kawerau District Council has maintained the building control authority registration and accreditation, after the audit in November 2023.

The service is cost effective and fees and charges are in most cases lower than or comparable with other similar services within the region. See table below.

The cost effectiveness of the service varies depending on the number of consents received each year.

There is an option to increase building activity costs to enable high cost recovery. A comparison of selected building activities costs are indicated below.

Consenting Cost Comparison					
	Kawerau	Ōpōtiki	Whakatāne	Rotorua	Tauranga
LIM	\$172	\$360.00 (Rural/Residential) \$700.00 (Commercial) \$200.00 (Urgency 5 days) \$30 (Certificate of Title)	\$225.00 (Residential/Rural – non commercial) \$335.00 (Business/Rural use for commercial/industry)	\$252.00 (Residential) \$309 (Commercial)	\$332.00 (residential) \$506.00 (Residential Urgency 5 days) \$618.00 (Commercial/Industrial)
Solid Fuel Heater (one inspection)	\$285.00	\$350.00	\$350.00	\$463.00	\$500.00

Garage	\$416.00 \$552.00 (specific Design)	\$920.00 (\$5,000 - \$20,00 without drainage) \$1,540.00 (\$5,000 - \$50,000 with drainage)	\$500.00 (value under \$10,000) \$750.00 (value \$10,001 – 25,000) \$1,200 (\$25,001 - \$50,000) \$1,500.00 (\$50,001 - \$100,000) \$2,000 (\$100,001 - \$250,000) \$5,000 (\$250,001 - \$500,000) \$8,000 (>\$500,001)	\$1,105.00 (Outbuildings – two inspections) \$811 (simple Building custom design garage)	Based on hourly rate of staff ranging from \$125.00 - \$299.00 Plus online system charge per hour ranging from \$86.00 - \$900.00
Dwelling Alterations	\$622.00	\$1,840	As above	\$1274.00	As above
Dwelling New	\$1740	\$3,100 (\$100,001 - \$300,000) \$4,500 (\$300,000 - \$500,000) \$5,100.00 (over \$500,000)	As above	\$1970.00	As above
Commercial	\$2782.00 Deposit	\$1,840.00 (\$50,001 - \$100,000 without plumbing or drainage) \$3,100 (\$100,001 - \$300,000) \$4,500 (\$300,000 - \$500,000) \$5,100.00 (over \$500,000)	As above	\$1970.00 (plus \$171 for each \$100,000 over \$300,000)	As above
Industrial	\$3726.00 Deposit	As Above	As above	\$1970.00 (plus \$171 for each \$100,000 over \$300,000)	As above
Extension of Time	\$53.00 (without inspection) \$117.00 (with inspection)	\$50.00	\$130.00	Not Stated	\$165.00 residential \$207.00 Commercial (per hour)
BWOF	\$172.00	\$150.00	\$140.00	\$171.00	\$210.00 (per hour)
Swimming Pool	\$134.00	\$150.00	\$75.00	\$136.00	\$165.00

BCA Accreditation Levy	\$1.00 (per \$1000 for works over \$20,000)	\$2.20 per \$1000	\$5.50 per \$1000.00 (Over \$20,000 value) \$2.75 per \$1000.00 (over \$1,000,000.00) \$1.38 per \$1000.00 (over \$5,000,000.00)		\$1.25 per \$1000 for works over \$20,000
Inspection Fee	\$135.00	Actual Cost minimum \$150.00	\$160.00	\$168.75 (45 minutes) \$225.00 (1 hour)	\$219.00 (per hour residential) \$232.00 per hour commercial)

Note: This is only a sample of the charges across a range of service, along with a comparison with other local territorial authority.

Building priorities

Council priorities are to maintain registration and accreditation as the building control authority, to enable the continued service.

Improvements or Additional Services

No improvements or additions to services have been identified.

No reduction in services have been identified that may significantly improve the cost effectiveness or efficiency of the service.

Risks of the service

The main risks to the current operating structure is the loss of the building inspector or the loss of accreditation.

The loss of accreditation would mean Council is unable for meet its obligations under the Building Act 2004. However, if this were to happen, there are options in which to call in external agencies to undertake the building consent authority's role, while addressing the non-compliances. External agencies are available to provide services including the responsible manager, building consent processing and inspections officers and quality control personnel.

The loss of our current building inspector could result in significant shortfall in the ability to provide services to the community. With staffing shortages throughout the Bay of Plenty it may be difficult to recruit a replacement building inspector in reasonable timeframes.

Although our contracted service provider may be able to assist in the short term, it is likely we would need to refer to external agencies to assist with cover.

In saying this, given the role is 0.8fte, it may be an attractive position for a senior inspector who wishes to take a step back.

8 Service Delivery Options

There is a range of service delivery options available, which I have outlined for consideration.

Transfer of functions

Council is able to transfer 1 or more of its functions, duties or powers to another territorial authority. This is subject to following a set process, which includes undertaking a special public consultative procedure under the Local Government Act.

Where a full transfer of functions, duties or powers is undertaken, Council is not required to maintain accreditation and registration.

All costs and fees recovery for this option would be the responsibility of the transferee.

This option would require finding another territorial authority, willing to undertake the building consenting functions for Council. For the best chance of success, and to minimise any disruption to service for the community, the territorial authority would need to be within a reasonable proximity, to be able to deliver on all requirements, especially around processing, inspections and technical advice.

Most territorial authorities are experiencing resourcing constraints. Many local territorial authorities are currently unable to meet 100% of their legislated timeframes due to current staffing levels. Given the difficulty in obtaining and retaining staff, the likelihood of a territorial authority wanting to take on this role and being able to maintain a good to high level of service, may be reduced.

When the pressure comes, providers tend to look after their own patch first which could leave Kawerau with a less than effective service.

Shared Services

Council previously operated under a type of shared service for approximately 5 years between 2013 and 2018. This was also supported by contracts for more complex works.

As above, this option would require finding another territorial authority, willing to undertake the building consenting functions for Council. For the best chance of success, and to minimise any disruption to service for the community, the territorial authority would need to be within a reasonable proximity, to be able to deliver on all requirements, especially around processing, inspections and technical advice.

Previous experience indicates there may be difficulties in maintaining a long term arrangement, as the default will be to serve your own community first.

However, further enquiries can be made if Council wishes to consider this option going forward.

Consideration should also be given to the possibility of Bay of Plenty Councils coming together to provide a shared service arrangement. It is understood conversations may be happening at a CEO level, however this is unlikely to be an available option in the short term.

This option is likely to require Council to maintain registration and accreditation.

Contracted Service -

There is an option to contract out general in-house processing, inspection and building control services and even quality assurance to a private delivery agent. Indications around the cost of this service is about \$150 per hour.

The overall cost would depend on the number of consents processed in a year and the time to process consents and completed inspections. We averaged 83 consents per year over the last 5 years.

This option has not been explored but indications are that this could cost more than twice as much than could be achieved by recruiting a senior level in-house resource.

This will be a necessary interim fall-back option in the event of resignation or other immediate need where contracts with other BCAs may not be able to deliver the full extent of service required for the period of recruitment.

This option will require Council to maintain registration and accreditation.

In-house Delivery

We currently provide in-house service delivery, which enables Council to maintain full control over its building control service delivery levels.

An in-house resource is required to have the minimum competence to perform BCA functions for work in building category Residential 1 (the majority of work is at this level e.g. single-level dwellings, extensions, garages etc.) but may be able to carry out work in building categories beyond Residential 1, dependent on competence. Currently about 15% of work annually sits outside the Residential 1 category. Our current senior building inspector has the competency to cover all processing and inspection levels.

An in-house resource needs to be supported by external contract(s) for technical leadership, peer reviews/technical audits, out of scope work and leave cover. These contracts can be with several providers and with different provider options and components. This is cost effective as they are required only as a back-up, costing between \$2,000 - \$10,000 a year depending on resourcing requirements.

Currently, Council has a contract for services with the Rotorua Lakes Council Building Consent Authority for these services – contract deliverables have been met without exception.

An in-house resource may also be contracted out to other BCAs for processing and inspection work thereby allowing some recovery of service costs.

Cost Comparisons for Options

The below costs are indicative only, based on known cost and estimates. Further costings can be undertaken where Council requires the additional information prior to making any direction.

Depending on the direction in which Council is interested to consider further, additional enquiries will be undertaken.

Indicative costs \$ (include overhead charges)			
Transfer of functions	Shared service	Contracted privately	In-house plus contract support
Nil (all costs and fee recoveries would be the responsibility of the transferee)	\$110,000 Building Control Officer functions (includes technical leadership, peer reviews/technical audits, and leave cover) – based on \$60 per hour, 0.8FTE including basic overheads) plus \$150-\$180 per hour for out of scope work	250,000 BCO functions (includes technical leadership, peer reviews/technical audits, and leave cover) – based on \$150/hour, 0.8FTE	\$100,000 (plus \$150-\$180 per hour for out of scope work)
	66,000 quality assurance and administrative resource	66,000 quality assurance and administrative resource	66,000 quality assurance and administrative resource
	10,000 sundry expenses	10,000 sundry expenses	10,000 for technical leadership, peer reviews/technical audits, and leave cover
			6,000 sundry expenses
	Vehicle costs at specified rate per km	Vehicle costs at specified rate per km	12,000 vehicle costs
	26,000* IANZ routine accreditation assessment	26,000* IANZ routine accreditation assessment	26,000* IANZ routine accreditation assessment

10 **RECOMMENDATIONS**

1. That the report “Activity Review for Building Services” be received.
2. That Council adopt the Building Services delivery as proposed in this report and contained in Appendix A.

Michaela Glaspey
Group Manager Regulatory and Planning

PART I: PRESENT ARRANGEMENTS	
<i>Name of the service and scope</i>	<p><i>Council's Building Services goal is to retain build control accreditation to maximise the community's social, cultural, environmental and economic benefits through the built form and minimise the risk of unsafe and unconsented building work.</i></p>
<i>Rationale for service provision</i>	<p><i>Council is required by the Building Act 2004 to perform the functions of a building consent authority.</i></p> <p><i>Council is the registered and accredited building consent authority for Kawerau. The key services and duties of the building consent authority under the Building Act 2004 include:</i></p> <ul style="list-style-type: none"> • <i>Processing building consent applications</i> • <i>Inspecting building work</i> • <i>Issue the following documents as required:</i> <ul style="list-style-type: none"> ○ <i>Building Consents</i> ○ <i>Notices to Fix</i> ○ <i>Code Compliance Certificates</i> ○ <i>Compliance Schedules</i> • <i>Maintain and audit a Quality Manual</i> <p><i>Council (as distinct from the building consent authority) is also responsible for the following roles under the Building Act 2004:</i></p> <ul style="list-style-type: none"> • <i>Land Information Memorandums</i> • <i>Project Information memorandums</i> • <i>Grants exemptions for work that does not require a building consent</i> • <i>Grants waivers and modifications of the building code</i> • <i>Issue certificates of acceptance</i> • <i>Administers and enforces annual building warrants of fitness</i> • <i>Monitors and enforces provisions relating to dangerous, unsanitary, and earthquake-prone buildings</i> • <i>Administers and enforces the fencing of swimming pools</i>
<i>Present arrangements</i>	<p><i>Building Services are currently governed by Council.</i></p> <p><i>Service delivery is mainly undertaken by Council staff.</i></p> <p><i>The contracted service provider cover for staff, along with competence reviews, technical leadership, and training assessments.</i></p>

	<p><i>The service is funded primarily through the general rate. There is a contribution from Building fees and charges (\$70,000).</i></p> <p><i>These arrangements have delivered on expectation and has maintained Council registration and accreditation.</i></p>
<i>Last review</i>	<i>July 2017</i>
<i>Performance</i>	<p><i>Performance is currently measured by:</i></p> <ul style="list-style-type: none"> <i>• Satisfaction survey of services uses – building consent processes – 90%</i> <i>• Satisfaction survey of services users – building inspection processes – 90%</i> <i>• Bi-annual Building Consent Authority accreditation re-assessment – Accreditation and registration retained</i> <i>• Number of buildings audited for BWOF requirements – 35%</i>
<i>Cost</i>	<i>The service is provided at an annual cost of \$340,976 (2023/24 financial year)</i>
PART II: DECISION TO REVIEW	
<i>Why is a review considered?</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
<i>Are there any exceptions to undertake this review?</i>	<i>There are no exceptions that may be considered to undertake this review.</i>
<i>Is a full or a partial review required</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
PART III: ANALYSES OF OPTIONS	
<i>Governance options</i>	<p><i>Building Services are governed by Council.</i></p> <p><i>Council is responsible for the delivery of building services under the Building Act 2004 and to a lesser degree the Local Government Official Information and Meetings Act 1987 Act (such as Land information memoranda).</i></p>
<i>Funding options</i>	<p><i>Building services are funded by the general rate and supported by fees and charges.</i></p> <p><i>External funding is not available for operational costs.</i></p> <p><i>A review of the fees and charges is completed each year.</i></p>
<i>Operational options</i>	<i>Building services are managed by Council and the majority of the delivery is through in house staff.</i>

	<p><i>The contracted service provider cover for staff, along with competence reviews, technical leadership, and training assessments.</i></p> <p><i>Shared services and a transfer of functions to another Council has been considered. Given most territorial authorities are experiencing resourcing constraints, with an inability to source and maintain staff, this is likely to have a negative impact of service delivery for Kawerau.</i></p> <p><i>The advantages of the current service delivery model is that Council has the ability to manage the performance of our service delivery. Council has a delivery model that is reliable and timely. Council also has the ability to contract out our Building Control Officer to assist other Councils where the need arises, providing a small revenue stream.</i></p>
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Meeting: Extraordinary Council

Meeting Date: 15 May 2024

Subject: **Activity Review for Civil Defence Services**

File No.: 103015

1 Purpose

The Local Government Act requires that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.

This review of the Civil Defence Service must consider the governance, funding and delivery of services, and requires specified options to be considered. Governance relates to how decisions are made about a service, Finance relates to how funding is provided to the service, and Delivery is how the service is operated.

This activity review is also undertaken as part of the development of Council's 2024-34 the Long-Term plan.

2 Activity Goal

The proposed goal for civil defence is to continue improving the community's reduction, readiness, response and recovery capabilities to minimise the negative effect of emergency events and the impacts this can have on the community's social, economic, environmental and cultural well-being.

3 Service and Scope

Council has a duty under the Civil Defence Emergency Management Act 2002:

- To plan and provide for civil defence emergency management within its district, including the delivery of the '4Rs' being reduction, readiness, response and recovery.
- To ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

Local delivery of services is completed in line with the Bay of Plenty CDEM Group (discussed later) plans and work programme. Key duties are indicated below:

- Plan, coordinate and deliver CDEM functions at the local level.
- Plan and coordinate community engagement and resilience activities at the local level.
- Plan and coordinate iwi engagement and resilience activities at the local level.
- Support communities in emergencies through the delivery of response and recovery activities.

- Provide staff and facilities for a local Emergency Operations Centre (EOC) capability.
 - Controller and Recovery Manager (CDEM appointed)
 - CIMS (Co-ordinated Incident Management System) Manager and Staffing Roles
- Support Group and Regional CDEM delivery requirements.
- Report on CDEM capability at the local level.
- Budget for CDEM functions.

4 Current Governance and Service Delivery

The Civil Defence Emergency Management Act 2002 requires all local authorities to be part of the Civil Defence Emergency Management (CDEM) Group within their Region. A Joint Committee made up of members, from each local authority (Mayors), governs the CDEM Group – “Emergency Management Bay of Plenty”.

CDEM Group are responsible for the governance and delivery of the following:

- Provide advice, technical support, coordination, and management of all documentation to the Joint Committee, Coordinating Executive Group (CEG) and CEG Operations Sub- Committee.
- Plan, coordinate and deliver all CDEM functions at the Group level.
- Ensure plans and work programmes alignment across Group, Regional, and Local Authorities.
- Lead, coordinate and conduct training for the CDEM Group.
- 24/7 duty capability for the CDEM Group.
- CDEM Group warning systems.
- Support to Group Emergency Coordination Centre (GECC) and local Emergency Coordination Centre (EOC) capabilities.
- Support to Regional and Local CDEM delivery requirements.

CDEM Group is supported by Bay of Plenty Regional Council (designated by the CDEM Act to provide administrative services to the Group) in the following ways:

- Provide all administration services for the CDEM Group.
- Act as the employment authority for CDEM Group.
- Provision of staff and facilities for a Group Emergency Management Coordination Centre.
- Rate for CDEM Group budget.

Service delivery is provided by a combination of in-house services, contracted services provided by CDEM Group (Emergency Management Bay of Plenty) and through a partnership agreement, to which all local authorities in the Bay of Plenty CDEM Group are parties to.

Contracted services involve the services of a staff member two days per week provided by Emergency Management Bay of Plenty, assigned to the civil defence function.

Other staff support includes the Group Manager of Regulatory & Planning overseeing the delivery of the CDEM functions, the Controller(s) and Recovery Manager(s) and trained personnel for the Emergency Operations Centre and

any necessary support for those personnel in terms of functions, training and exercise hours etc.

5 Current Performance Measures for Level of Service

The civil defence services activity is measured on the following level of service:

Levels of Service	Measures	Target 2023/24
Council provides community education initiatives to increase public awareness and readiness for local and regional hazards	% of residents that have an understanding of what the consequences would be if a disaster struck their area	N/A – Two yearly survey completed in 2022/2023 Target 2024/25 – 85%
	% of residents that have taken any action to prepare for an emergency.	N/A – Two yearly survey completed in 2022/2023 Target 2024/2025 – 85%
* Council will maintain capability to effectively respond to an emergency	Council is prepared for and can respond to an emergency	>78% staff Increasing to 80% in 2024/25

* Capacity to respond relates to the percentage of staff assigned, trained and available for civil defence emergency.

CDEM Group targets for last year were 60% (CDEM Group Targets and Long Term Plan are not currently aligned). For Kawerau District Council to achieve 100% we require 60 staff (this is sufficient to cover two shifts).

6 Current Service Delivery Costs

The civil defence activity has a budget of \$104,687 per year.

The service availability costs are considered 100% public benefit and are entirely rates funded.

A budget of \$41,000 is allocated to the contracted resource for local functions. This is supported by a budget of \$21,500 which is primarily allocated to the Controller's functions and training. (Approximately 5 hours per week).

There is a budget of \$6,000 for other expenses, which include local community resilience training, promotions, publications etc.

CDEM Group is funded separately through a targeted general rate levied by Bay of Plenty Regional Council. The rates are set by a differential based on the location of the rateable property. This year's rates are set out below.

Civil Defence Emergency Management targeted rate		
Category - All Properties	Rate per rating unit	Revenue sought
	\$	\$
Kawerau	37.05	108,588
Ōpōtiki	34.04	180,041
Rotorua	35.56	968,802
Tauranga	32.70	2,000,102
Western Bay of Plenty	31.96	753,791
Whakatāne	36.08	569,875
Total		4,581,199

7 Analyses of the Service

Need for the Service

Council has a statutory obligation to be part of the CDEM Group and to perform the functions of civil defence services in our district.

Council entered into the Partnership Agreement for a 10-year period from 1 July 2020. The partnership agreement sets out the operational arrangements through roles and responsibilities of all Local Authorities and Emergency Management BOP to deliver CDEM for our region. It has therefore committed to delivering services in this way for that period.

Delivery of local functions remain Council's discretion.

Efficiency and Effectiveness of the Service

It is difficult to measure the efficiency and effectiveness of the civil defence service, in the event of an emergency.

It is a balancing act between being prepared for an emergency, being able to provide ongoing council service, although at a limited level during events, and providing good community preparedness information.

Emergency Management Bay of Plenty completed its two yearly survey regarding the Community's understanding of consequences of disaster in the district and whether they had taken any steps to be prepared in an emergency. Council achieved 100% in the survey. However, the participation from Kawerau community was low and is not believed to be reflective of the community.

The triennial survey indicated 50% of the community had an emergency kit. This measure is different to that measured by Emergency Management Bay of Plenty, however provides a further indicator of community preparedness.

Council provides a good level of service for the resources available (staffing) and is active in the community trying to raise the knowledge and understanding of civil defence in our community.

Improvements or Additional Services

The number one improvement to the service is the recruitment of engaged staff and contractors to operate the Emergency Operations Centre in the case of an emergency.

This is an ongoing challenge due to the size of our organisation. The challenges we face are the same as other local authorities around the region and country. Council is not large enough to have full time dedicated staff, and civil defence is an add on, to our staff's every day role which for most is already very busy.

Staff lack confidence and skills in civil defence activation, with confidence, skills and learnings coming out of civil defence emergencies, which we do not want. This makes recruitment of function managers difficult.

In addition, Council currently only has one controller and recovery manager available. Although there is an informal agreement within the Eastern Bay to cover leave, staff are always going to direct focus to their own organisation where needs require.

Civil defence is becoming more professional, and there is a need for all function manager roles to be externally sourced from agencies whose core role is emergency management. Emergency management staff are experienced and knowledgeable in the coordinated incident management system and can better lead our staff in an event. This would allow Council staff to focus on function roles, getting the work done and providing the required community intel and relationship knowledge. It is strongly believed that this would provide a better outcome for community and staff alike.

There may be opportunities to apply for funding for related projects under the CDEM Resilience funding. Further research into the eligibility criteria will be required for this.

No reduction in services have been identified that may significantly improve the cost effectiveness or efficiency of the service.

Constraints of the service

Council is small and in the case of an emergency, many staff are required to provide the operational requirements of Council during an emergency (e.g. wastewater, turf and trees). This reduces the number of staff available to run the Emergency Operations Centre.

With a requirement to have, 60 trained and engaged civil defence staff, with only 85 total staff it is not physically possible. Many staff are required to maintain our services (wastewater management, turf and trees, finance) throughout the emergency. Other staff may also be limited due to leave, the impact of the emergency on their family.

External agencies may be able to be engaged to provide function manager roles in the event of an emergency; however, the training and availability

requirements are difficult to manage and may require additional funding from Council.

Risks of the service

The main risk identified to this service is the inability to provide adequately trained and experienced staffing in the case of an emergency.

Function managers need to be able to operate effectively in an environment that is highly stressful with limited certainty. Having staff who are not used to management, let alone management in high-pressure situations can be a risk.

In saying this, Group is aware of the current staffing levels and is aware of the need for them to provide back-up resourcing in an emergency. Group capacity for back up resourcing may be challenged in a regional or eastern bay wide event; however, a joint emergency operations centre could be employed in these situations.

Funding for external civil defence staff during an emergency (not including wages) is an additional cost for Council and one which cannot be recovered from Government. New Zealand Emergency Management Assistance Team (EMAT) can be called out where required and Council is not charged for their staffing assistance. Requests are made to NEMA through the Regional Emergency Management Advisor for this assistance.

Council only has one controller and one recovery manager. There is no back up controller or recovery manager within our district. Although we have a gentlemen's agreement with Ōpōtiki and Whakatāne to provide cover for periods of leave, their focus will still be on their district if an event was to occur.

Lack of budget set aside for civil defence emergencies. In the event of an emergency, significant funding may be required to respond and then to ensure the recovery of the community. Although some funding can be recovered, there may be cost incurred that cannot.

8 Service Delivery Options

Current Arrangement

The service is governed and funded by Council and the CDEM Group.

Council has entered into the Partnership Agreement for a 10-year period from 1 July 2020. It has therefore committed to delivering services in this way for that period.

It is therefore, appropriate that Council should continue to provide joint governance of the service in accordance with the statutory obligation.

In saying this, there is benefit for Council considering and pushing for a need for more professionalism in CDEM delivery. The goal would be to have highly skilled function managers available for civil defence emergencies that come in

and run the event, using our teams to support the function managers with their local knowledge, intel and expertise.

9 **RECOMMENDATIONS**

1. That the report “Activity Review for Civil Defence Services” be received.
2. That Council adopt the Civil Defence Services delivery as proposed in this report and contained in Appendix A.



Michaela Glaspey

Group Manager Regulatory and Planning

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PART I: PRESENT ARRANGEMENTS	
<i>Name of the service and scope</i>	<p><i>Council provide Civil Defence Services to improve the community's risk reduction, readiness, response and recovery capabilities to help minimise the negative effect of emergency events and the impacts this can have on the community's social, economic, environmental and cultural well-being.</i></p>
<i>Rationale for service provision</i>	<p><i>Council is responsible for the local delivery of Civil Defence Services. This is done in conjunction with the Civil Defence Emergency Management Group ("Group") under the Civil Defence Emergency Management Act 2002.</i></p> <p><i>Council's key responsibilities under the Civil Defence Emergency Management Act 2002 include:</i></p> <ul style="list-style-type: none"> <i>• Plan and provide for civil defence emergency management within its district. Including the delivery of the '4Rs' being reduction, readiness, response and recovery.</i> <i>• Ensure Council is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.</i> <p><i>Local delivery of services is completed in line with the Bay of Plenty CDEM Group plans and work programme. Key duties are indicated below:</i></p> <ul style="list-style-type: none"> <i>• Plan, coordinate and deliver CDEM functions at the local level.</i> <i>• Plan and coordinate community and iwi engagement and resilience activities at the local level.</i> <i>• Support communities in emergencies through the delivery of response and recovery activities.</i> <i>• Provide staff and facilities for a local Emergency Operations Centre (EOC) capability.</i> <i>• Support Group and Regional CDEM delivery requirements.</i> <i>• Report on CDEM capability at the local level.</i> <i>• Budget for CDEM functions.</i>
<i>Present arrangements</i>	<p><i>Local Civil Defence services are governed by Council.</i></p> <p><i>Service delivery is undertaken with a combination of in-house staff and contracted services.</i></p>

	<p><i>Council contract an Emergency Management Advisor two days a week, through Group. This role is responsible for providing the work programme.</i></p> <p><i>In-house staff are responsible for standing up the Emergency Operations Centre during an event and ensuring their training is maintained.</i></p> <p><i>The service is funded entirely through the general rate. The CDEM Group is funded separately through a targeted general rate levied by the Bay of Plenty Regional Council.</i></p> <p><i>These arrangements have generally provided a good level of service to our community based on the resources available and Council are active in the community trying to raise the knowledge and understanding of civil defence in the community.</i></p>
<i>Last review</i>	<i>July 2017</i>
<i>Performance</i>	<p><i>Performance is currently measured by:</i></p> <ul style="list-style-type: none"> <i>• Percentage of residents that have an understanding of what the consequences would be if a disaster struck their area - Two yearly survey due 2024/2025 – 85%</i> <i>• Percentage of residents that have taken any action to prepare for an emergency – Two yearly survey due 2024/2025 – 85%</i> <i>• Council is prepared for and can respond to an emergency - >78% staff increasing to 80% in 2024/25</i>
<i>Cost</i>	<i>The Civil Defence Services are provided at an annual cost of \$104,687 (2023/24 financial year).</i>
PART II: DECISION TO REVIEW	
<i>Why is a review considered?</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
<i>Are there any exceptions to undertake this review?</i>	<i>There are no exceptions that may be considered to undertake this review.</i>
<i>Is a full or a partial review required</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
PART III: ANALYSES OF OPTIONS	
<i>Governance options</i>	<p><i>Civil Defence is governed by both Council and the Civil Defence Emergency Management Group (Group).</i></p> <p><i>Council and Group are responsible for the delivery of civil defence service under the Civil Defence Emergency Management Act 2002.</i></p>

<p><i>Funding options</i></p>	<p><i>Council Civil Defence services are funded by the general rate.</i></p> <p><i>Civil Defence Emergency Management Group is funded separately through a target rate levied by Bay of Plenty Regional Council.</i></p> <p><i>External funding is not available for operational costs.</i></p>
<p><i>Operational options</i></p>	<p><i>Civil Defence Services are managed by Council and are delivered through a combination of in-house staff and a contracted service.</i></p> <p><i>There are limited alternative options for delivery under legislation. Government has indicated a full review of the civil defence legislation to make it fit for purpose.</i></p> <p><i>Government and community have increasing expectations for professional emergency management delivery. For council this is an ongoing challenge, with emergency management being a small part of Council functions, until an emergency event.</i></p> <p><i>Council staff are trained in civil defence, however would benefit from additional ongoing in-house training. This will not only help them become proficient in the CDEM systems, but also develop confidence and professionalism in providing emergency management.</i></p> <p><i>It is recommended to extend the existing contracted service from 2 days a week to 4 days a week. This will enable regular staff training sessions, additional community engagement, assisting community groups with developing emergency plans. Overall, this will place Council in a stronger position in the event of an emergency.</i></p> <p><i>The size of Council, does limit the staff available to stand up the emergency operations centre in the event of an emergency. In saying this, Council will be supported by Group with additional staff.</i></p> <p><i>Combining emergency operations centres with nearby Councils has been considered, however this is not a current option. There is an informal arrangement in place throughout the Eastern Bay, where the local Controllers and Recovery Managers will provide for cover for leave.</i></p> <p><i>Our current arrangement has provided for Council well, but as expectations raise, Council needs to be able to meet community expectations.</i></p>

Meeting: Extraordinary Council

Meeting Date: 15 May 2024

Subject: **Activity Review for Resource Management Services**

File No.: 103015

1 Purpose

The Local Government Act requires that a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.

This review of the Resource Management Services must consider the governance, funding and delivery of services, and requires specified options to be considered. Governance relates to how decisions are made about a service, Finance relates to how funding is provided to the service, and Delivery is how the service is operated.

This activity review is also undertaken as part of the development of Council's 2024-34 the Long-Term plan.

2 Activity Goal

The overall goal of all the environmental services, which incorporates the resource management activity, is to promote the sustainable development of the District and the health, safety and well-being of its residents.

Expanding on this, Council provides resource management services to uphold the statutory requirements through implementing plans and policies, and monitoring the natural and built environment in a manner that protects natural resources while enabling development, which meets the community's social, economic, environmental and cultural needs now and in the future.

3 Service and Scope

Council is required by the Resource Management Act 1991 (RMA) to provide various functions to give effect to the Act within its district.

Council must prepare, update and manage a District Plan, which sets out the policies, objectives and rules for land use within the district. This includes the processing of land use and subdivision consent, monitoring of consent and compliance with District Plan rules, the enforcement of rules and other functions such as illegally placed buildings, and responding to noise complaints (noise complaints dealt with under the Environmental Health Service review).

More specifically it includes:

- the establishment, implementation, and review of objectives, policies, and methods to achieve integrated management of the effects of the use, development, or protection of land and associated natural and physical resources of the district;
- the establishment, implementation, and review of objectives, policies, and methods to ensure that there is sufficient development capacity in respect of housing and business land to meet the expected demands of the district;
- the control of any actual or potential effects of the use, development, or protection of land, including for the purpose of:
 - the avoidance or mitigation of natural hazards; and
 - the prevention or mitigation of any adverse effects of the development, subdivision, or use of contaminated land;
 - the maintenance of indigenous biological diversity.
- the control of the emission of noise and the mitigation of the effects of noise;
- the control of any actual or potential effects of activities in relation to the surface of water in rivers and lakes;
- any other functions specified.

This function is also required to oversee some bylaws for example the Advertising Signage Bylaw as there is an interconnection with the District Plan rules.

4 Current Governance and Service Delivery

Resource management services are governed by Council.

Council currently delivers Resource Management Services by a combination of in-house staff and contracted services.

Council employs a Group Manager Regulatory & Planning who oversees the preparation of policies, objectives and rules and attends to non-complex administrative matters.

The planning consultants also deal with complex public enquiries and resource consent applications and District Plan reviews.

Group Manager Regulatory & Planning, with assistance of general inspectors carry out compliance monitoring and enforcement functions, while complaint response for noise is carried out under contract (refer Environmental Health Activity Review).

Council receive around 10 consents per year, however this does not reflect the full range of work that is completed within the planning space. With current work involving the Spatial Plan, Plan Change 4, the District Plan Review, legislation changes and reviews, monitoring and compliance and general enquiries. These arrangements have delivered a good service to the community.

5 Current Performance Measures for Level of Service

There are no levels of service currently specified – all statutory functions have timeframes prescribed in the RMA while noise control is dealt with in the Environmental Health Activity.

Resource management services were not measured as part of the Triennial Residents survey.

Although performance standards could be included, there is limited benefit due to the small number of consents processed each year (approximately 10). Processing requirements and timeframes are set in legislation and Council reports to the Ministry for the Environment yearly on compliance with requirements.

Ideas for possible performance target if required:

- Service users consider Council's Resource Management Activity to be effective Satisfaction survey >90% (low number of consents will limit possible responses which may not provide a representative result)
- Consent processed within required timeframes >90% (although aiming for 100%, depending on how many consents received in one year, one consent could largely affect % - e.g. last year there were 7 consents, if we had missed 1 consent timeframe this would result in not achieved on 85.7%) This could distort what is being achieved. Recommended.

6 Current Service Delivery Costs

The resource management activity has a budget of \$160,828 per year and is funded through rates (\$140,828) and fees and charges (\$20,000).

Service availability costs are considered to be 100% public benefit and are entirely rates funded. Service use costs are considered to be 30% public benefit and 70% private benefit and rating is targeted towards this.

Fees for the various categories of consent application were comprehensively reviewed for the 2019/20 year and have been increased within inflation in 2022/23 and 2023/24.

The service is currently funded from rates and processing fees for resource consent applications and associated functions.

7 Analyses of the Service

Need for the Service

Council is required by the Resource Management Act 1991 to perform various functions to give effect to the Act within our district.

Important factor to consider in the delivery is the ability to maintain and deliver a consistent, quality service that is controllable, achievable and cost-effective.

Efficiency and Effectiveness of the Service

Kawerau District Council provides an efficient service, which sees the majority of resource consents being issued within the required timeframes.

Planning consultants are available to provide the required service, which includes general public enquiries, processing resource consent, district plan reviews and government policy updates.

The combined in-house service and planning consultants arrangement has provided an efficient and effective local service to our community.

Resource consenting costs are raising and this will require ongoing monitoring to ensure cost efficiencies.

Improvements or Additional Services

Cost efficiencies may be able to be achieved for customers, through using alternative service providers in the resource consent processing. Although our current service provider does not provide the cheapest service, they have a good working knowledge of our District Plan, which provides time efficiencies.

An in house planner may provide cost efficiencies. Given the nature of our Council, the limited consenting work and the ongoing variability in government policy/legislation change, other work such as bylaw reviews and policy work would need to be included to make a viable role. Any employee would need to be an experienced planner and flexible with work and hours. The hours would be minimal depending on any government policy/legislation changes that required review/implementation.

Even with an in-house service Council would still need to maintain arrangement with planning consultants to enable outsourcing of specialised consents, leave cover or peak in workloads.

No reduction in services have been identified that may significantly improve the cost effectiveness or efficiency of the service.

Risks of the service

The main risk to this service is the introduction of new legislation (Natural and Built Environment Act 2023, Spatial Planning Act 2023). The new legislation will see a fundamental shift in the way resource management is undertaken. For example the change from District Plans to one Regional Plan.

This is likely to be resource intensive during the transition period, while new plans are developed and implemented across the region. There is still some uncertainty around the impact of this legislation due to the upcoming election.

Council is small and there are ongoing changes to national policy statements (e.g. urban development, highly productive land, natural hazard decision making) which creates a risk around the ability to keep up to date across the breadth of work. Regional Planner Forums and regular regional catch up do assist in providing oversight of what is coming and how other organisations are addressing matters.

8 Service Delivery Options

Kawerau is a relatively small, well defined area comprised essentially of urban development.

Options for delivering resource management services include shared services, in-house, or an external provider (person, business or organisation).

An important factor when analysing the delivery options is the ability of each option to deliver consistent, quality service.

Given the change in legislation and possible government, there is currently some uncertainty around the new resource management legislation and how this will look moving forward.

Shared Services

Shared services have not been explored, however with the introduction of new legislation, this is likely to become more efficient in the future due to the likelihood of having one regional plan.

The risk in shared service is that the Council providing the resources is likely to prioritise their workload over those of other Councils.

Due to the current uncertainty, this option may not provide Council with the best service particularly around ensuring Council views and aspirations are adequately portrayed in the new regional plans.

Contracted Service

Currently Council is using planning consultants to do a range of work as outlined under point 7.

This option is cost effective in that we are not required to employ a planner on a set hours a week basis, and where we have a number of consents received at one time, the consultants have more staff to spread the load to ensure timeframes are met.

Consultants cost between \$160 to \$270 per hour depending of level of knowledge and individual firms.

In-house Delivery

Full in-house delivery would require the services of an experienced senior planner. The main work would be concentrated on reviews of district plan, legislation, spatial planning which would depend on the current climate of change. Although going through significant change currently and possibly for some time, this work is not consistent over longer period.

Consent enquiries and processing would be a smaller area of work which over the year would likely only amount to 5 -10 hours per week.

A planner at the level required could be expected to cost in the order of \$90,000 - \$130,000pa.

Any in-house resource would need to be supported by external contract(s) for peer reviews/technical audits, workload and leave cover. These contracts can be with several providers and with different provider options and components. This is cost effective as they are required only as a backup.

An in-house resource may also be contracted out to other Councils for processing work thereby allowing some recovery of service costs.

RECOMMENDATIONS

1. That the report "Activity Review for Resource Management Services" be received.
2. That Council adopt the Environmental Services delivery as proposed in the report and Appendix A.
3. That Council approves the recommendation to introduce a new performance target, being "Consents processed within required timeframes >90%".



Michaela Glaspey

Group Manager Regulatory and Planning

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PART I: PRESENT ARRANGEMENTS	
<i>Name of the service and scope</i>	<p><i>Council provides Resource Management Services to uphold the statutory requirements through implementing plans and policies, and monitoring the natural and built environment in a manner that protects natural resources while enabling development, which meets the community's social, economic, environmental and cultural needs now and in the future.</i></p>
<i>Rationale for service provision</i>	<p><i>Council is responsible for the delivery of resource management and monitoring services required by the Resource Management Act 2020 (RMA) and provide various functions to give effect to the Act within our district.</i></p> <p><i>The key services provided under Resource Management Services are:</i></p> <ul style="list-style-type: none"> <i>• District Plan – Maintain and review the District Plan</i> <i>• Resource Consents - Processing of land use and subdivision consents,</i> <i>• Compliance Monitoring and Enforcement of resource consent matters and noise complaints (noise complaints dealt with under the Environmental Health Service review).</i> <p><i>Generally the resource management services establish, implement, and review objectives, policies, and methods to:</i></p> <ul style="list-style-type: none"> <i>• achieve integrated management of the effects of the use, development, or protection of land and associated natural and physical resources of the district;</i> <i>• ensure there is sufficient development capacity in respect of housing and business land to meet the expected demands of the district;</i> <i>• control any actual or potential effects of the use, development, or protection of land.</i>
<i>Present arrangements</i>	<p><i>Resource management services are currently governed by Council.</i></p> <p><i>Service delivery is undertaken with a combination of in house staff and contracted services.</i></p> <p><i>Council staff oversees the preparation of policies, district plan and rules and non-complex resource management enquiries.</i></p> <p><i>Planning consultants deal with complex resource management enquiries, resource consenting and district plan reviews.</i></p>

	<p><i>The compliance monitoring and enforcement activities are completed by Council staff.</i></p> <p><i>This service is funded primarily through the general rate. There is a contribution from resource management service fees and charges (\$20,000).</i></p> <p><i>These arrangements have generally delivered a good service for the community.</i></p>
<i>Last review</i>	<i>July 2017</i>
<i>Performance</i>	<i>Currently there are no performance measures for the Resource Management Services.</i>
<i>Cost</i>	<i>The Resource Management Services are provided at an annual cost of \$160,828 (2023/24).</i>
PART II: DECISION TO REVIEW	
<i>Why is a review considered?</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
<i>Are there any exceptions to undertake this review?</i>	<i>There are no exceptions that may be considered to undertake this review.</i>
<i>Is a full or a partial review required</i>	<i>It has been 6 years since the previous full review and a full review is required.</i>
PART III: ANALYSES OF OPTIONS	
<i>Governance options</i>	<p><i>Resource Management Services are governed by Council.</i></p> <p><i>Council is responsible for the delivery of resource management services under the Resource Management Act 1991.</i></p>
<i>Funding options</i>	<p><i>Resource management services are funded by the general rate and supported by fees and charges.</i></p> <p><i>External funding is not available for operational costs.</i></p> <p><i>Fees and charges are reviewed yearly.</i></p>
<i>Operational options</i>	<p><i>Resource Management Services are governed by Council and are delivered through a combination of in-house staff and contracted services.</i></p> <p><i>Council staff oversees the preparation of policies, district plan and rules and non-complex resource management enquiries.</i></p>

Planning consultants deal with complex resource management enquiries, resource consenting and district plan reviews.

Shared services have not been explored with other Councils, due to the current uncertainty with changing legislation. While this may be possible in the future, Council would lose the ability to prioritise our own workloads and could result in a reduced level of service for the community.

In house delivery of services have been considered. While currently we have significant work in the planning area with the District Plan review, Spatial Plan and general consenting work – this work will not be consistent over time. Even with in house staff, Council will need to maintain an agreement with consultants to provide the expertise for some projects and overflow.

The advantages of the current service delivery model is that Council has a reliable, experienced consultant with the skill base to cover all specialties and who only charges for hours provided. This is considered the most cost efficient method to manage existing resource management services.

It is recommended new performance measures for resource management services are introduced:

- Consents processed within required timeframes >90%*

Where the new performance target is approved this will be added for the 2024/25 year.