



Draft

**Compliance
Activity Management Plan**

2018 – 2028

**Incorporating the Compliance and
Resource Management Activities**

Quality Record Sheet

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1 Executive Summary

The Compliance Group is responsible for administering a range of functions, powers and duties under a variety of statutes; encompassed under the activities of Compliance and Resource Management in Waitomo District Council's Long Term Plan (LTP). This Activity Management Plan (AMP) covers two of the groups of activities addressed in council's Long Term Plan (LTP).

These activities are provided by council to fulfil council's statutory responsibilities, and to ensure compliance with all relevant legislation/regulation and bylaws for the communities' safety and amenity; and for the sustainable management of the environment for current and future generations.

This AMP demonstrates responsible management of these functions on behalf of ratepayers, the community and stakeholders, and assists with the achievement of community outcomes.

Levels of Service and planned improvements

Satisfaction levels with the activities covered by this AMP exceeded the required targets in the latest resident survey. Planned Levels of Service improvements include the implementation of online building consenting (part of WLASS project), electronic back-scanning of all building and resource consents to electronic property files, electronic devices for animal control, and an online dog registration system.

Activity management

There are no changes planned to the approach of service delivery. The services under these activities will continue to be delivered in-house, with the exception of the after-hours service for animal and noise control, which will continue to be delivered by external contractors.

Financial summary

Total operating costs for the next 10 years (2018-28) is budgeted at \$14,739,273.

2 Introduction

2.1 Purpose of the Plan

Activity Management Plans are key strategic documents which link Council's activities and associated levels of service to achieving the Council's outcomes for the community. As AMPs are a key supporting document of the LTP, they cover the same 10 year period, with a greater level of detail for the first 3 years of the LTP cycle to ensure alignment with the LTP cycle.

This Compliance and Resource Management AMP provides a comprehensive picture of:

- The services council delivers;
- Why council delivers those services;
- What outcomes council anticipates by delivering these services;
- What resources are required to deliver these services; and
- The processes in place to make sure that these services continue to meet community needs.

The activities covered by this plan include building compliance, animal control, alcohol licensing, environmental health, bylaw administration, district and urban development (district plan review) and district plan administration.

The purpose of this AMP is therefore to summarise in one place, Council's strategic approach for the delivery of the regulatory and resource management activities which are under the ambit of the compliance group. The AMP is a crucial tool for the council to achieve its visions and meet its customers' needs; while ensuring that the level of service ("LOS") 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 / judgement of council staff.

2.2 Activity overview

2.2.1 Description of activities

2.2.1.1 Resource Management

There are two functions under this activity –

1. District Plan Administration
2. District and Urban Development

The Resource Management Act 1991 (RMA) requires all territorial authorities to undertake certain functions, powers and duties to support achieving the purpose of the RMA, which is "*to promote the sustainable management of natural and physical resources*" (section 5 of the RMA).

The resource management activity supports achieving the sustainable management and use of natural and physical resources principally by the administration and implementation of the Operative District Plan (ODP). This includes:

- (a) District Plan Reviews (as required by the RMA).
- (b) Reviewing building consent applications to ensure compliance with the provisions of the District Plan.
- (c) Processing applications pursuant to the Resource Management Act.
- (d) The promotion of the sustainable management of the environment by non-regulatory means.
- (e) Monitoring of the environment, resource consents and complaints.
- (f) Enforcement of the provisions of the District Plan where necessary to ensure compliance.

- (g) Providing robust and accurate advice to customers on their options and responsibilities under the Resource Management Act.
- (h) Processing applications under the Sale and Supply of Alcohol Act 2012 (to certify that the proposed use of the premises meets the requirements of the RMA).

2.2.1.2 Compliance

The functions managed in the compliance activity include building compliance, animal control, alcohol licensing, environmental health, bylaw administration and the monitoring and enforcement of other statutes (i.e. the Litter Act 1979) administered by territorial authorities on behalf of other council Groups of Activity.

Each of these functions have specific duties and powers that are mandated through the relevant Acts. WDC's role is to ensure that these statutory obligations are carried out efficiently and effectively within the required statutory timeframes. Apart from the processing of consent, licences, permits, and registrations etc.; this activity includes the investigation of complaints, and the monitoring and enforcement of legislation and regulations to contribute to the health, wellbeing and safety of the Waitomo community.

2.2.2 Rationale for providing the activities

These activities are provided by council to fulfil council's statutory responsibilities, and ensure community compliance with all relevant legislation/regulation and council bylaws. Further information on each activity is detailed below.

2.2.2.1 Resource Management

District Councils have a responsibility under section 31 of the RMA to:

"manage the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety".

This is achieved primarily through the administration of the District Plan, which has objectives, policies and rules designed to achieve the purpose of the RMA.

2.2.2.2 Compliance

This activity includes building compliance, animal control, alcohol licensing, environmental health, bylaw administration and the enforcement of other statutes which territorial authorities are required to administer. Therefore, this activity is provided because Council is legally obligated to provide these services.

2.2.3 Significant changes to the activities

The largest determinants for change have been, and are likely to continue to be, changes in legislation and changes in economic drivers.

2.3 Alignment with strategic goals

2.3.1 Community outcomes

Council provides the Compliance and Resource Management activities to meet the current and future needs of communities for good quality performance of regulatory functions in a way that is most cost effective for households and businesses (as required by section 10 of the LGA).

To support the LTP, Council has developed its own council-focussed “community outcomes”. The community outcomes have been derived from Council’s vision: “vibrant communities and thriving business”.

The community outcomes are grouped under four main themes as follows:

- Vibrant communities
- Thriving Business
- Effective Leadership
- Sustainable Infrastructure

While all community outcomes are relevant to the provision of the activities covered by this AMP, the specific community outcomes most relevant are:

Compliance

Thriving Business
CO6 A place that attracts more people who want to live, work and play, and raise a family.
CO7 A place where wealth and employment are created through local businesses and tourism opportunities and facilities are developed, facilitated and encouraged.
Effective Leadership
CO8 A place where the development of partnerships for the delivery of programmes and services is encouraged and pursued.

Resource Management

Vibrant Communities
CO1 A place where the multicultural values of all its people and, in particular, Maori heritage and culture is recognised and valued.
Thriving Business
CO6 A place that attracts more people who want to live, work and play, and raise a family.
CO7 A place where wealth and employment are created through local businesses and tourism opportunities and facilities are developed, facilitated and encouraged.
Vibrant Communities
CO5 A place where we preserve the natural environment for future generations, ensuring that natural resources are used in a sustainable manner.
Thriving Business
CO6 A place that attracts more people who want to live, work and play, and raise a family.
Sustainable Infrastructure
CO10 A place that provides safe, reliable and well managed infrastructure which meets the District community needs and supports maintenance of public health, provision of good connectivity and development of the District.

2.3.2 Strategic approach to the activity

The strategic approach for these activities is to achieve council's statutory responsibilities in a cost effective and efficient way, through a combination of regulatory intervention and non regulatory methods.

It is noted that the approach taken to an issue will differ depending on the relevant statutory powers, duties, functions under an Act and the seriousness of the non-compliance. In some cases regulatory intervention will be the only option (i.e. the requirement in the Dog Control Act for all dogs to be registered, and the requirement in the Building Act for all non-exempt buildings to obtain a building consent). However, where possible, WDC aims to resolve enforcement issues by providing education, warnings, and opportunities for compliance before formal enforcement action is taken.

The considerations outlined in this AMP therefore demonstrate effective and efficient stewardship of service delivery for these activities on best value terms, taking into account the considerations raised above.

Key principles include:

- Providing a customer friendly experience;
- Providing an environment that is business friendly and nurtures strong business within the District;
- Contributing to place making by implementing the Operative District Plan (and undertaking a District Plan Review);
- Ensuring that monitoring and enforcement is undertaken when required, in a manner that is commensurate with the scale and significance of the issue;
- Ensuring that health and safety is protected by effectively and efficiently administering statutes, regulations and bylaws;
- Protecting and managing the health and safety of building users by effectively and efficiently administering the provisions of the Building Act 2004; and
- Ensuring that animals, particularly dogs, are controlled so that people can enjoy the benefits of dog ownership without adversely affecting other members of the community.

2.4 Planning and policy framework

2.4.1 Relationship between the AMP and the council planning process

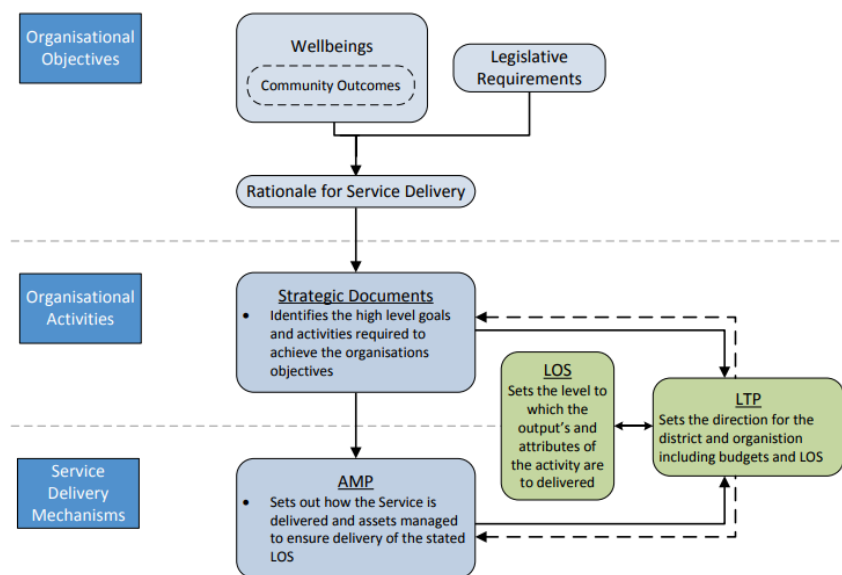
As discussed above, AMPs are a key component of the council planning process. They link with a number of other plans with a strategic focus (i.e. the LTP and District Plan), as well as operational plans such as the Annual Plan. AMPs also reflect central and regional government requirements regarding levels of service and environmental outcomes. This is illustrated in Figure 1 below.

The following documents are strategically linked to AMPs:

- LTP: The LTP sets the strategic direction for Council and contains financial forecast for 10 years (prepared every three years).
- Infrastructure Strategy: Prepared under the provisions of section 101B of the Local Government Act 2002 ("LGA"), the strategy identifies the significant infrastructure issues for the Council over the next thirty years and the principle options for addressing those issues.
- Financial Strategy: Provides the financial framework for making decisions and outlines how Council intends to manage its finances prudently
- Annual Plan: Contains works programmes for a single year (which are prepared during those years in which there is not a LTP prepared). Strategies and financial forecasts are drawn from the LTP.
- Funding policies: These policies state how future expenditure needs will be funded. Key policies are contained in the LTP.
- Business/Activity Plans: The service level policies, processes and budgets defined in AMPs are incorporated into business plans as activity budgets, management strategies and performance measures.

- **Contracts:** The service levels, strategies and information requirements contained in AMPs are translated into contract specifications and reporting requirements.
- **Legislation:** The AMP must comply with all relevant legislation and provide the means of meeting legislative requirements.
- **Bylaws, standards and policies:** These tools for operational management are needed to support service delivery.
- **Other Waitomo District Council documentation:** There are a number of other documents used on a day-to-day basis for management of the activities which are indelibly linked to the AMPs as they support the underlying activity management planning processes (i.e. standard operating procedures).

Figure 1 – strategic alignment



2.4.2 Planning, policy and bylaws

The key documents utilised by the resource management and compliance activities (excluding Acts and Regulations) are as follows:

Activity	Documents
Resource Management	Operative District Plan Operative Regional Policy Statement (external)
Compliance	Dog Control Bylaw Dog Control Policy Public Places Bylaw Public Amenities Bylaw Public Health and Safety Bylaw Land Transport Bylaw

3 The service we provide

3.1 Customer profile

3.1.1 Our stakeholders and community

The compliance team continues to focus on providing a quality service to its customers and forming positive working relationships with those who regularly use our services. Once developed, maintenance of these relationships ensures that issues are resolved in a timely, business friendly manner.

Organisations who WDC works with relating to these activities include:

Organisation or Body	Council’s Intended Approach
Central Government Departments and Organisations / Agencies: <ul style="list-style-type: none"> ▪ The Ministry for the Environment ▪ The Ministry for Business Innovation and Employment (MBIE) ▪ The Ministry of Health ▪ The Ministry of Primary Industries ▪ The Department of Conservation ▪ Heritage New Zealand 	Meet as required. Workshops and seminars.

<ul style="list-style-type: none"> ▪ New Zealand Transport Agency ▪ New Zealand Police ▪ Medical Officer of Health 	
Regional Organisations: <ul style="list-style-type: none"> ▪ Waikato Regional Council ▪ Horizons Regional Council 	Meet as required but at least annually. Frequent informal contact and collaboration
Local Government Organisations <ul style="list-style-type: none"> ▪ Other Waikato Councils 	Meet as required. Frequent informal contact and collaboration.
Iwi <ul style="list-style-type: none"> ▪ Maniapoto Maori Trust Board ▪ Regional Marae Committees 	Meet as required but at least annually. Frequent informal contact.
Non-Government Organisations	Contact as required.
The Private Sector: <ul style="list-style-type: none"> ▪ Developers ▪ Consent applicants ▪ Dog owners ▪ Health/liquor license holders ▪ Ratepayers ▪ Professionals ▪ Consultants 	Meetings / contact as required.

3.1.2 How we engage with our communities

Council uses a number of means to engage the community. A resident survey was undertaken in 2017, the results of which enable council to establish what aspect of each activity is important to the Community.

In respect of social media, council has a general WDC facebook page, and also specific facebook pages for the animal control service and for the district plan review. In addition, council has recently created an Instagram and Twitter account to provide other engagement opportunities. These social media platforms provide opportunities for education and information on a range of issues related to the resource management and compliance activities.

In addition, there are requirements under both the Resource Management Act 1991 and Local Government Act 2002 with respect to consultation.

3.1.3 Community research

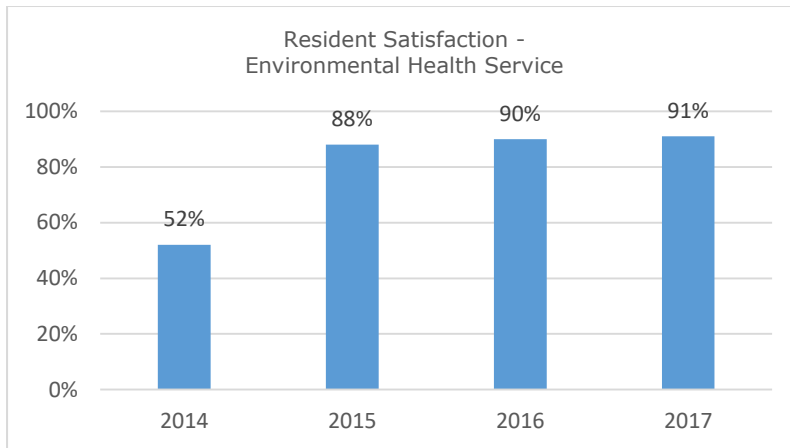
Since 2014 Council has developed and conducted an in-house resident satisfaction survey. Survey documents are delivered to every letterbox in the district, and hardcopy surveys are available at Council offices. The survey is also available online. Previous to 2014, the survey was outsourced to an independent research company and was telephone based with calls made to a randomly selected sample of residents.

Results relevant to some aspects of the compliance and resource management activities are reported below. No specific survey information is available for the other service areas.

3.1.3.1 Environmental Health

Figure 3 below shows an overall increase in resident satisfaction since 2014. In the most recent survey in 2017, residents were asked "How satisfied are you with the provision of an effective Environmental Health Service for the community?" Ninety-one per cent of respondents were satisfied, and nine per cent of respondents were dissatisfied. This exceeds the KPI target of greater than fifty per cent.

Figure 3: Residents satisfied with the effectiveness of the Environmental Health Service



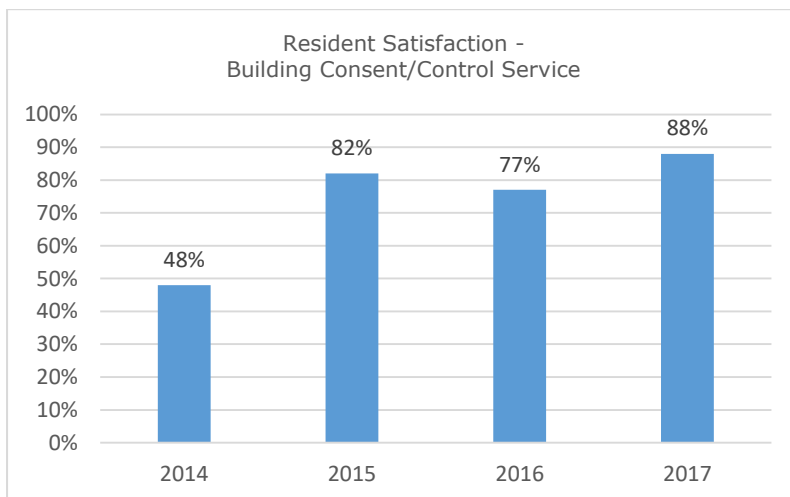
The main reasons for dissatisfaction with the service were 'dirty/untidy food premises', and 'problems with smoke/odours'.

WDC compliance staff respond to complaints about food premises when received, and undertake registered food premise inspections annually. Smoke/odour complaints are also responded to by WDC when received and addressed as required.

3.1.3.2 Building Control

Figure 4 below shows overall increase in resident satisfaction since 2014, with an eleven per cent increase between 2016 and 2017. In the most recent survey in 2017, residents were asked "How satisfied are you with the provision of an effective Building Control Service for the community?" Eighty-eight per cent of respondents were satisfied and twelve per cent were dissatisfied. This result exceeds the KPI target of greater than fifty per cent satisfaction with an effective building control service.

Figure 4: Residents satisfied with the effectiveness of the Building Control Service



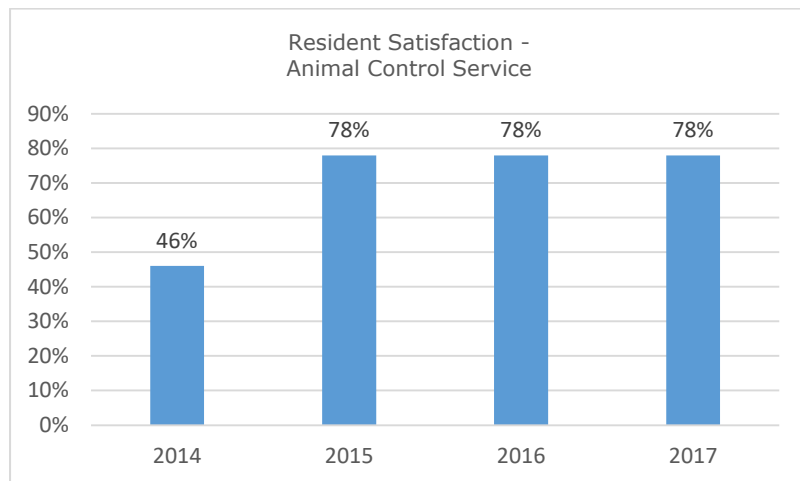
The main reasons given for dissatisfaction was 'the process takes a long time' and that it is complicated.

It is acknowledged that the building consent application process is challenging for those not directly involved in the building industry. The application form is set by regulation by central government, and WDC has no authority to amend the documentation in any way to make it more user friendly. WDC does however provide detailed guidance information backed up with assistance from Regulatory staff to assist customers with the application process.

3.1.3.3 Animal Control

Figure 5 shows an overall increase in resident satisfaction since 2014, with a plateau across 2015, 2016 and 2017. In the most recent survey in 2017, residents were asked "How satisfied are you with the provision of an effective Animal Control Service for the community?" Seventy-eight per cent were satisfied, twenty-two per cent were dissatisfied. This exceeds the KPI target of greater than or equal to fifty per cent.

Figure 5: Residents satisfied with the effectiveness of the Animal Control Service



The main reasons for dissatisfaction was stray dogs roaming around, people walking their dogs off leash in town and dogs barking at night or during the day.

Significant effort is being made to monitor and control the issues of dogs off leash and stray dogs. Promotion of good dog ownership and increased patrols continues to be a focus of WDC's animal control team.

3.1.3.4 Other compliance services

The survey did not specifically address the areas liquor licensing, bylaw administration and resource management (district plan administration and review). Council's service request database has been reviewed, and while there are general service requests covering issues associated with these areas, no specific LOS issues were identified.

3.2 Service drivers

3.2.1 Community expectations

Experience has shown that our customers' value:

- Staff providing quality and helpful advice on processes;
- Consents being competently processed within accepted timeframes;
- Enforcement issues being dealt with fairly and reasonably;
- A focus on compliance, monitoring and enforcement of the activities animal control (dogs) and environmental health (food).

3.2.2 Legislative requirements

The resource management activity is responsible for administering the Resource Management Act 1991. This involves the ongoing development of the District Plan, processing of applications, advice to customers, as well as the promotion of non-regulatory methods to achieve sustainable management of the environment.

The compliance activity is responsible for administering the functions, powers and duties of the following Acts:

- Sale and Supply of Alcohol Act 2012
- Building Act 2004
- Dog Control Act 1996
- Food Act 2014
- Health Act 1956
- Local Government Act 2002 (as it relates to bylaw compliance)
- Local Government Act 1974 (those provisions still in force)
- Litter Act 1974

In addition, the compliance group monitors and enforces a range of other statutes that local government is empowered to regulate/enforce.

3.2.3 Key challenges

There are number of challenges in providing services related to compliance and resource management. For many of these activities, community expectations and LOS demands are high, and this can be difficult to resource and maintain. This is particularly the case when councils are often legislatively required by central government to administer new or amended statutes, often at short notice. Administering new, unplanned activities often resulting in additional resourcing requirements, and can occur outside planned budgeting cycles.

3.3 Current levels of service

3.3.1 Current levels of service

Current and planned levels of service for compliance and resource management are outlined in the tables below.

Compliance

Key service criteria	What we do (level of service)	How we measure success (performance measure)	2016/17 Target/ Result	2017/18 Target (current year)	2018-25 Target (2015-25 LTP)	Year 1 Proposed target 2018/19	Year 2 Proposed target 2019/20	Year 3 Proposed target 2020/21	Year 4-10 Proposed target 2021-28	Method of measurement
Legislative	All food and alcohol retail premises are appropriately registered and licensed.	Percentage of food and alcohol premises that are licensed or registered.	100% / Achieved (100%)	100%	100%	100%	100%	100%	100%	Licence records, held within Council's Licensing module (Magiq enterprise)
Legislative	All food and alcohol retail premises are appropriately registered and licensed.	Percentage of food and alcohol premises that are licensed or registered.	100% / Achieved (100%)	100%	100%	100%	100%	100%	100%	Licence records, held within Council's Licensing module (Magiq enterprise)
Legislative	All food and alcohol retail premises are appropriately registered and licensed.	Percentage of food and alcohol premises that are licensed or registered.	100% / Achieved (100%)	100%	100%	100%	100%	100%	100%	Licence records, held within Council's Licensing module (Magiq enterprise)
Satisfaction	Provision of an effective environmental health service for the community.	Percentage of residents satisfied with the provision of the Environmental Health Service.	> 50% / Achieved (91%)	> 50%	> 50%	> 85%	> 85%	> 85%	> 85%	Annual Resident Survey.

Key service criteria	What we do (level of service)	How we measure success (performance measure)	2016/17 Target/ Result	2017/18 Target (current year)	2018-25 Target (2015-25 LTP)	Year 1 Proposed target 2018/19	Year 2 Proposed target 2019/20	Year 3 Proposed target 2020/21	Year 4-10 Proposed target 2021-28	Method of measurement
Legislative	Building consents and project information memoranda (PIMs) processed within 20 working days.	The percentage of building consents and PIMs processed within 20 working days.	90% / Achieved (100%)	90%	90%	100%	100%	100%	100%	Building consent data held within Council's regulatory system (Magiq enterprise)
Legislative	Council will process, inspect and certify building work in the Waitomo District.	WDC maintains building control systems and process to meet IANZ Audit requirements.	BCA accreditation achieved / Achieved	BCA accreditation maintained	BCA accreditation achieved	BCA accreditation achieved	BCA accreditation maintained	BCA accreditation achieved	BCA accreditation maintained	Records of BCA accreditation
Satisfaction	Provision of an effective building control service to the community.	Percentage of users satisfied with the provision of the Building Control service.	> 50% / Achieved (88%)	> 50%	> 50%	> 75%	> 75%	> 75%	> 75%	Annual Resident Survey.
	Council meets its obligations under the Dog Control Act 1996.	Percentage of Special Owner Status properties inspected per year.	Urban 100%, Rural 15% / Achieved (Urban 100%, Rural 5.7%) as per Council resolution	Urban 100%, Rural 20%	Urban 100%, Rural 20%	100%	100%	100%	100%	Animal control data held within Council's regulatory system (Magiq enterprise)
	Provision of an effective Animal Control service.	Percentage of residents satisfied with the provision of the Animal Control service.	≥ 50% / Achieved (78%)	≥ 50%	≥ 50%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	Annual Resident Survey.

Key service criteria	What we do (level of service)	How we measure success (performance measure)	2016/17 Target/ Result	2017/18 Target (current year)	2018-25 Target (2015-25 LTP)	Year 1 Proposed target 2018/19	Year 2 Proposed target 2019/20	Year 3 Proposed target 2020/21	Year 4-10 Proposed target 2021-28	Method of measurement
	Dog Owners are well informed of their responsibilities and WDC Support.	Number of Dog/Owner Education initiatives.	≥ 2 / Achieved (2)	≥ 2	≥ 2	≥ 2	≥ 2	≥ 2	≥ 2	Records of public education i.e. publicity material.

Resource Management

Key service criteria	What we do (level of service)	How we measure success (performance measure)	2016/17 Target/ Result	2017/18 Target (current year)	2018-25 Target (2015-25 LTP)	Year 1 Proposed target 2018/19	Year 2 Proposed target 2019/20	Year 3 Proposed target 2020/21	Year 4-10 Proposed target 2021-28	Method of measurement
Legislative	Resource consents are processed consistently, efficiently and to a high standard.	The percentage of resource consent applications which are processed within statutory timeframes	90% / Achieved (no notified consents)	90%	90%	100%	100%	100%	100%	Resource consent data held within Council's regulatory system (MagiQ enterprise)
Legislative	Landuse consents are monitored to ensure they comply with the conditions of consent.	All landuse consents that require monitoring are monitored	50% / Achieved (100%)	50%	50%	100%	100%	100%	100%	Resource consent data held within Council's regulatory system (MagiQ enterprise)

3.3.2 Levels of service gaps

The compliance group is committed to continuously reviewing its services with a view to providing improved LOS for the community where possible within budgetary constraints. It is noted that some improvements must be planned years in advance via the LTP to enable costs to be managed across WDC in a sustainable way, and other improvements can be implemented with no (or minor) budgetary impact.

In the regulatory and resource management area, LOS gaps often arise due to increasing community expectations around monitoring and enforcement. This is accentuated by changes to legislation enacted by central government, which often increase the range of activities that a territorial authority is responsible for administering, resulting in pressures on staff resourcing.

Recent examples of this which have come into effect since 2017 include:

- Amendments to the Building Act which require councils to inspect swimming pools every three years.
- Amendments to the RMA which require some types of consents to be processed in 10 working days (rather than 20).
- New requirements for national monitoring and reporting under the RMA National Monitoring System.
- New requirements and responsibilities for managing Earthquake Prone Buildings (with associated statutory timeframes).
- Amendments to the Food Act which result in some permit types taking significantly longer to process than previously.
- Additional requirements for Building Accreditation.

In respect of specific LOS gaps, the following have been identified:

- Online lodgement and tracking of consent applications, particularly building consents;
- Mobile application for animal control to allow staff to look up dog owners/details in the field;
- The need for improved and more detailed content on councils website;
- Environmental Health Officer – more hours required due to Food Act amendments;
- The need to have all hardcopy records digitised to enable accurate advice to be given to customers, to improve decision making, and to improve efficiencies.

3.3.3 Planned improvements to address gaps

All specific LOS gaps identified above have either been included in the LTP, or can be managed within existing budgets.

4 Demand

4.1 Population Growth and Structure

Rationale Limited was engaged to review and develop growth projections for WDC in June 2017. The purpose of the review was to provide population, dwelling and rating unit projections out to 2048. The projections consider elements such as historical and current trends, relevant land-use policies, and relevant national, regional and local level drivers. Council adopted the medium growth scenario from these growth projections.

Regarding the population structure, the district has a similar age profile to the rest of New Zealand. In 2013 the proportion of people aged 20 to 44 was lower than the rest of New Zealand however the proportion of people aged below 15 was higher. The proportion of people aged over 65 is projected to increase from 13% in 2013 to over 25% in 2048 and the number of people aged between 15 and 64 years of age is projected to decrease. This may have a flow-on effect to the make-up of the work force in the district. Factors such as the aging population contribute to a decline in the average household size, decreasing from around 2.6 residents per household in 2013 to under 2.3 in 2048.

In terms of geographic spread of growth, the Te Kuiti Ward is expected to experience a population decline and only small growth in dwellings. The population and number of dwellings is projected to grow in the Waitomo Rural Ward. The number of unoccupied dwellings increases significantly in Te Kuiti due to the declining population.

Population and dwelling growth flows through to rating units. The district's rating units are predominantly Residential and Residential Lifestyle, with nearly two thirds of the total rating units falling under these two categories. Therefore, any rating unit growth is heavily dependent on dwelling growth. The number of Commercial and Industry rating units is projected to increase in Mokau, Piopio, and Te Kuiti with no growth elsewhere.

4.1.1 Medium growth scenario

- **Population** -Under this scenario, the district's population decreases at a lower rate than over the past 12 years, around 26 people or -0.3% per year. The population is projected to peak in 2018 but decline from there at increasingly greater rates. The population in the Waitomo Rural Ward increases by 2 people per year with the population in the Te Kuiti Ward declining by 28 people or -0.7% per year.
- **Dwellings** -The dwelling growth that flows from the above population is approximately double the dwelling growth under the low scenario. It is also 20% higher than the historical growth rate. The proportion of occupied dwellings decrease from 82% in 2013 to 74% in 2048. The number of dwellings in the Waitomo Rural Ward is projected to increase at a higher rate than the Te Kuiti Ward, at 16 and 2 dwellings per year respectively.
- **Rating units** -The impact on the rating units is again slightly lower than the dwelling growth, around 0.2% per year. While most of this is due to residential related rating unit growth, Commercial and Industry rating units increase by six units by 2048 or 0.1% per year. Most of this business-related rating unit growth occurs in the Waitomo Rural Ward.
- **Overall** -This scenario is the closest to recent trends and is therefore considered to be the most realistic. It provides a conservatively optimistic midpoint between the construction boom of the mid 2000s and the general economic uncertainty following the global financial crisis.

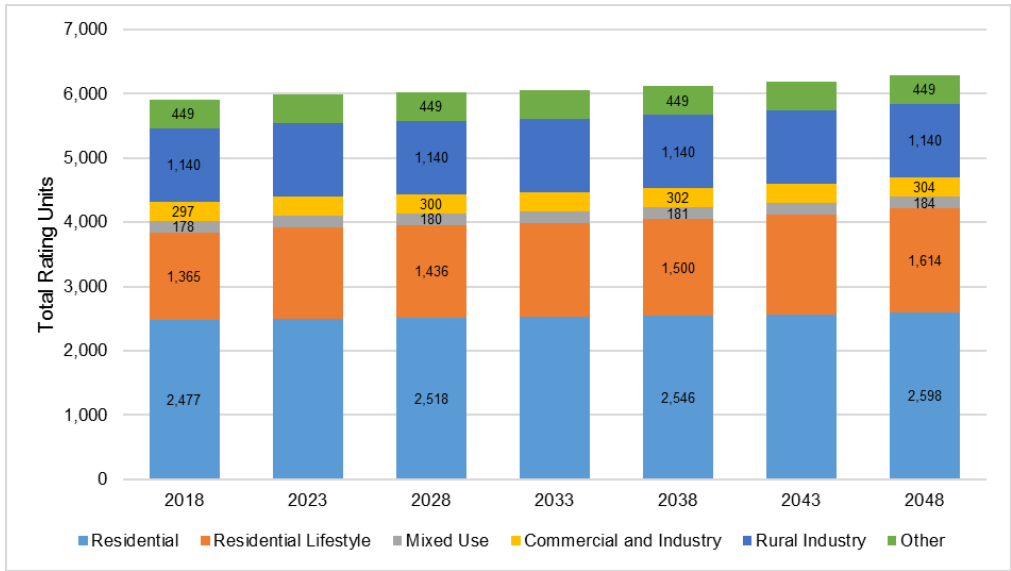
4.1.2 Current Pattern of Building and growth

The population growth for the District is projected to be in decline, while the dwelling and rating units is projected to grow slightly. Historic trends of pockets of subdivision and building activity in the form of modest lifestyle development around Te Kuiti, Waitomo Village, Mokau, and Awakino are slowing. The subdivision activity that was occurring in and around the Te Waitere area has also slowed in recent years.

4.1.3 Future growth

The graph below shows the projected growth in rating units within the district sorted by category. As mentioned above, this shows the district's reliance on residential rating units - nearly two thirds of the total rating units are in the Residential or Residential Lifestyle category. Rural Industry rating units are around 20% of the total rating units. The remainder is spread between Commercial and Industry, Mixed Use, and other rating units, each making up less than 10% of the total.

Figure 6 – Projected growth in rating units by category

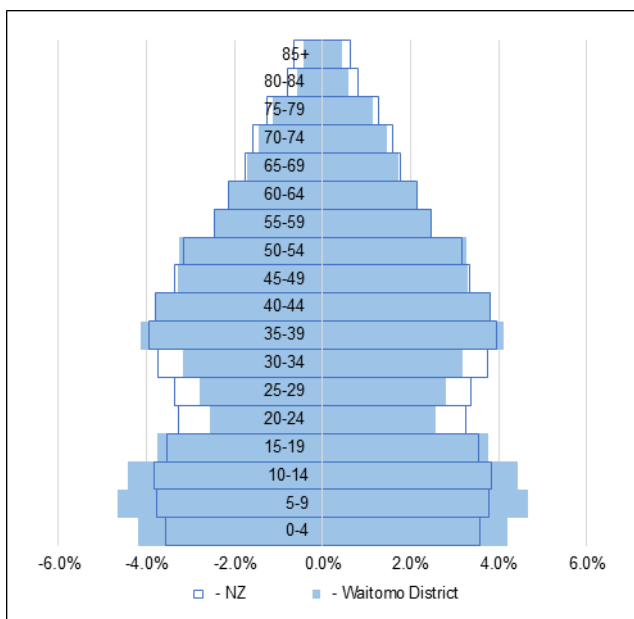


The demographic and development trends show that there is no demand for growth related infrastructure at the present time or in the foreseeable future.

The growth and development trends support an approach of continuing to upgrade and maintain existing assets as opposed to the development of new capacity driven infrastructure. There is currently enough capacity in the infrastructure network to allow for minimal growth should it occur. Council does not anticipate any significant land-use changes during the period of the 2018-28 LTP.

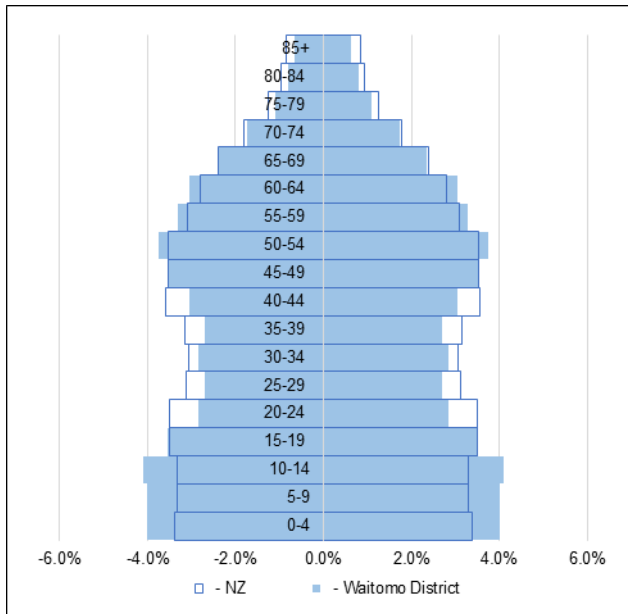
4.1.4 Potential societal change factors

The following age pyramids show the district's resident population in five year age groups, for both 2001 and 2013 in relation to the age distribution of New Zealand. 0-4 year olds are at the base of the pyramid and the over 85 year olds are at the top. Typically, age pyramids show the male/female population split but that level of detail is not necessary for this review. To calculate the total proportion in an age bracket, the two sides of the vertical axis need to be added together ignoring the negative sign.



Pyramid one: 2001 age pyramid, the district compared to New Zealand

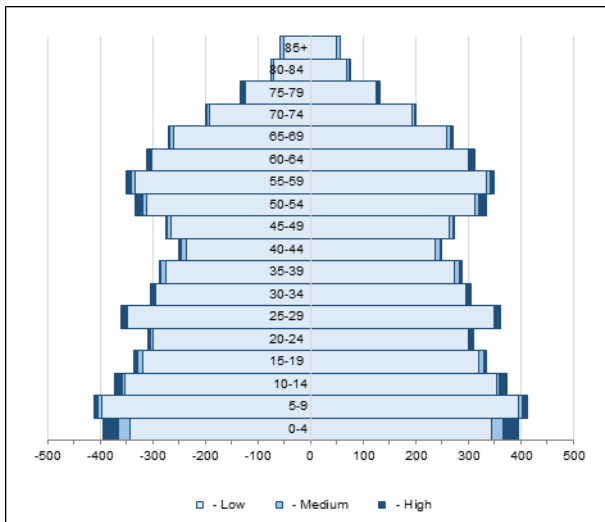
The first pyramid shows that the district had a higher proportion of children and teenagers than the rest of New Zealand in 2001. The proportion of the district's population in the 20 to 34 year old and retirement age categories was lower than the rest of New Zealand.



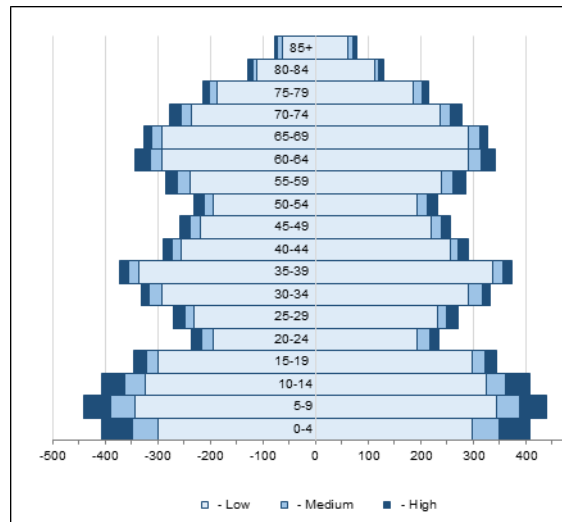
The 2013 pyramid shows that like 2001, the district had a higher proportion of children and teenagers than the rest of New Zealand. The proportion of the population in the 50 to 64 year old categories was also above the national average.

Pyramid two: 2013 age pyramid, the district compared to New Zealand

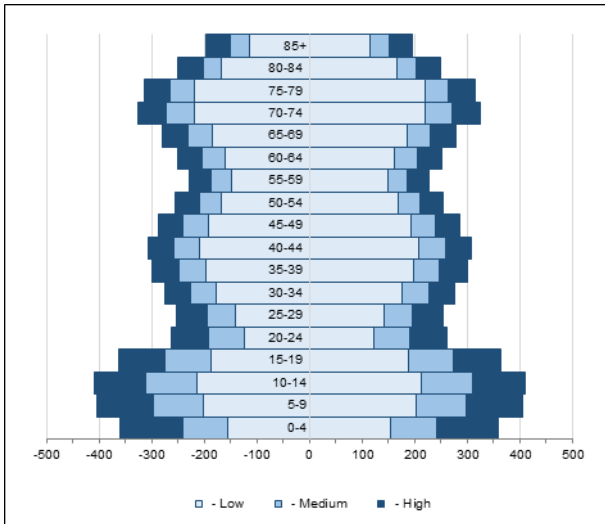
Pyramids 3, 4 and 5 below show the projected change in the district’s age structure under each scenario and have been overlaid for ease of comparison. The light blue bars show the low growth scenario, darker blue the medium growth scenario and navy the high growth scenario (the widest bars). These pyramids below show the actual population numbers in each age group, rather than a percentage of the total population. The medium scenario is the one adopted by Council.



Pyramid three: District wide age pyramid projection for 2018



Pyramid four: District wide age pyramid projection for 2028



Pyramid five: District wide age pyramid projection for 2048

The key points are:

- The age pyramid shows a similar distribution of age groups for each scenario, with only the projected total population differing.
- The trend toward an aging population continues under all scenarios. The proportion of people aged 65+ is forecast to increase from 13% in 2013 to between 25% and 29% by 2048.
- The proportion of the population under 15 years of age is forecast to decline from around 24% in 2013 to between 17% and 23% in 2048.

The result of this changing age structure is that the proportion of people aged between 15 and 64 years of age is forecast to decline from 63% to around 53%. This results in a net decrease in the number of people in this age group under all scenarios. This may have a flow-on effect to the make-up of the work force in the district. Council considers these changes have been adequately catered for in its 2018-28 LTP. Any departure from this assumption can be addressed during the three yearly review of the Plan.

4.1.5 Confidence Levels and Assumptions

It is important to note that projections are an indication of the future characteristics of a population, and are based on an assessment of past trends and assumptions (e.g. fertility, mortality, migration). Projections are models based on input data, available knowledge and expert assumptions. The projections represent only one possible, albeit plausible, future. Demographics and economies are complex systems characterised by multi-scale dynamic feedbacks which cannot be predicted. For this reason, it is not possible to fully quantify the uncertainty associated with the projections.

5 Managing our activity

5.1 Operations and maintenance

5.1.1 How the activities are resourced

The following roles are employed in the resource management and compliance activity areas. It is noted that the GIS role and supports the entire organisation, and the Principal Planner and Senior Planner role are specifically allocated to the District Plan Review project.

Position	Number of staff employed in role
Group Manager Compliance	1
Principal Planner	1*
Planner	1
Senior Planner	1* (DP Review Project)
Team Leader Monitoring and Compliance	1
Animal Control Officer	1
Pound Officer	1*
GIS Specialist	1
Compliance Administrator	1
Team Leader Building Compliance	1
Building Compliance Officer	1
Liquor Licensing Inspector	1* (shared service)
Environmental Health Officer	1* (shared service)
Executive Assistant – Compliance	1 (vacant)

*not full time equivalent roles

All job descriptions have been reviewed and are appropriate to the work presently being undertaken. Relevant guidelines, standard operating procedures and processes to support roles are reviewed on an as needed basis to reflect best practice, for ongoing continuous improvement, and to respond to amendments to legislation.

Delegations are reviewed as needed, with the resource management delegations updated in 2017. Delegations for compliance will be reviewed over 2018/19, and will then continue to be reviewed on an ongoing basis. Warrants are reviewed and updated as required (i.e. when legislation is amended).

5.1.2 Summary of future costs

It is anticipated that the activities undertaken within the resource management activity area will remain relatively static over the next 10 years, however it is expected that new legislative requirements will generate increasing demands on staff resources. Costs in this activity area are difficult to project as they are directly related to the number and complexity of consents lodged with WDC for processing.

District Plans are the single biggest document that Councils' write, and they are resource intensive and expensive. The costs associated with district plan reviews are directly attributed to the process required by the Resource Management Act. The Proposed District Plan will take two years to research and write, and another two years to work through the formal (schedule 1) process of submissions, hearings and appeals.

A District Plan is hugely influential for place making and place shaping, and is a fundamentally important tool for enabling sustainable economic development and achieving the vision for our district. It does this by setting the direction, form and shape of our urban and rural communities, while ensuring that we promote the sustainable management of natural and physical resources, and protect our cultural and historic heritage, outstanding landscapes and significant natural features. The District Plan will also ensure that significant risks from natural hazards and contaminated land are managed.

In terms of the compliance activity, it is expected that costs will increase due to central government amendments to a range of Acts that compliance administers, and the resulting need for additional staff resources to meet LOS expectations with the community.

The projected budgets are discussed in section 7.3.

6 Risk Management

6.1 Risk management context

Council faces a range of business risks inherent in the functions of being a local authority. The Council's objective is to integrate risk management practices and procedures that are targeted to (and appropriate for) Council's strategic and operational goals and also appropriate for Council's business functions.

Council has recognised that for its activity management planning to be robust and sustainable, it must be integrated with other corporate risk management processes. Such integration will enhance Council's ability to optimise its decision making process for the betterment of the communities it serves. While Council has carried out some risk analysis for these activity in this AMP, to date a formal risk management plan has not been undertaken. A formal risk management plan is being progressed.

The framework for successfully identifying, analysing, evaluating and managing risk is based on the Joint Australian New Zealand International Standard – Risk management – Principles and guidelines (AS/NZS ISO 31000-2009)

The overall process framework for risk management is:

- Establish the context (i.e. the external and internal parameters to be taken into account when managing risk);
- Assess the risk – identification, analysis (in terms of consequence and likelihood) and evaluation; and
- Treat the risk.

6.1.1 Risk approach

Council is committed to the identification, evaluation, prioritisation and management of risks, in order to:

- Reduce, mitigate, transfer or eliminate threats,
- Allow for the most effective use of resources,
- Protect Council's corporate image and reputation as a responsible and ethical organisation, and
- Exploit opportunities.

The risk management framework in this AMP is designed to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that should be addressed in the short to medium term are identified.
- Risk reduction treatments which best meet business needs are applied.
- Responsibilities for managing risk are allocated to specific staff.

Generally, the risks identified to date for Waitomo District Council fall into three categories:

- **Natural events**
Where there is no control over the timing or extent of the event, e.g. floods and earthquakes.
- **External impacts**
Where other service providers are not providing services, e.g. power supply failure, loss of Information Technology Support.
- **Operational risks**
Where the management and/or performance of an activity may negatively impact on the community.

These risks may have other consequences as follows:

- a) Loss of Income
- b) Loss of Service – extent / duration
- c) Service delivery – customer impact
- d) Corporate image and reputation
- e) Legal compliance
- f) Third party loss
- g) Community health and safety

6.1.2 Risk management process

The major elements of the risk management process are:

- a) Risk Identification - identifies the risks the council may encounter, and helps explain the impact of those risks on the business.
- b) Risk Evaluation - establishes a risk rating for all assets or asset groups, and describes which assets represent the greatest risk to the business
- c) Risk Management - requires that staff exercise judgement regarding avoidance, reduction or transfer. It is proposed that risk will be avoided, mitigated, reduced or transferred by the following means:
 - Avoid risk by - procedures, or equipment and/or no longer provide the service that presents the risk;
 - Reduce the risk by - formulating procedural safeguards, such as performance evaluations; and further training to educate staff; and

- Transferring the risk – legal methods to assign risk of potential losses to a third party.
- d) Monitor and review - the ongoing process to ensure risk levels remain acceptable even if risks change.

6.1.3 Measures of likelihood and consequence of risk

The likelihood and impact ratings used to determine initial risk ratings are defined in figures 7 and 8 respectively.

Figure 7: Probability Table

Likelihood	Descriptor	Description	100% probability of failure	Probability
9-10	Almost certain	The event is expected to occur in most circumstances	Within 1 year	0.9
7-8	Likely	The event will probably occur in most circumstances	Within 2 years	0.5
5-6	Possible	The event should occur at some time	Within 3 – 10 years	0.15
3-4	Unlikely	The event could occur at some times	Within 11 – 20 years	0.07
1-2	Rare	The event may occur but only in exceptional circumstances	After more than 20 years	0.02

Figure 8: Measures of Consequence or Impacts

Consequence	Description	Financial	Technical	Personnel Incident or Accident	Social	Political	Commercial
1	Negligible	<\$10,000	Minimal impact to services	First aid treatment Limited lost time	Minimal impact or disruption	Minimal interest	Minimal impact
2	Minor	>\$10,000 <\$50,000	Limited disruption and some loss of services	Medical treatment required Lost time injury	Some disruption to normal access or community systems	Minor impact or interest Questions raised in local forums, local media reports	Claims from business or repairs to other services Customers inconvenienced
3	Moderate	>\$50,000 <\$500,000	Significant impact, services reduced or stopped for up to two weeks	Serious injury Extended medical treatment required	Disruption to public access and other systems. Increased potential for accidents	Community discussion Broad media cover over a regional basis	Significant claims Customers forced to other options Questions from regulator
4	Major	>\$500,000	Disruption and damage to system or incident involving other infrastructure	Serious injury or loss of life	Extensive disruption. Incidents / accidents involving the public	Loss of confidence in Regulation and Safety and Resource Management. Corporate credibility affected	Loss of substantial business opportunity. Rebuke or threat from regulator
5	Catastrophic	Very high. Extensive losses within and beyond the system	Extensive disruption and damage with broad impact on other infrastructure	Loss of more than one life and or extensive injuries	Broad impact on community health or the environment	Public furore and investigations. Management changes demanded	Loss of substantial part of business. Loss of licence for a large area or region

6.2 Risk identification, analysis and treatment

6.2.1 Risk matrix

The following table explains the risk rating matrix used to assess the risks outlined below for the compliance and resource management activities. Risk is assessed as the product of consequence and probability, thus a high likelihood of the event occurring with a major consequence leads to an extreme risk that requires immediate action.

Figure 8: Risk matrix

Event Likelihood Rating	Consequence				
	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
9-10 Almost Certain	Moderate	High	High	Extreme	Extreme
7-8 Likely	Moderate	Moderate	High	Extreme	Extreme
5-6 Moderate	Low	Moderate	Moderate	High	Extreme
3-4 Unlikely	Low	Low	Moderate	High	Extreme
0-2 Rare	Low	Low	Moderate	High	High

6.2.2 Highest ranked risk events

The highest ranked risks for these activities are detailed in the summary tables below.

Figure 9: Compliance - identified risks

Activity Affected	Failure Mode	Description	Risk Rating	Current Mitigation	Managed Risk Rating
Building Control	Loss of accreditation as a Building Consent Authority	Unable to carry out building consent processes	Moderate	Ensure compliance with quality assurance manual	Low
Building Control	Building not assessed as weather tight	Council required to pay compensation	High	Compliance with approved inspection processes	Low
Regulatory Enforcement	Failure to enforce statutory requirements	WDC not meeting community expectations	Moderate	Employment of Enforcement Officer; enforcement action taken when appropriate	Low
Animal Control	Loss of after-hours animal control service provider	Animal Control contractor can no longer provide service	Moderate	Capacity would need to be provided in short term by WDC if a suitable replacement wasn't available within required timeframes	Low

Figure 10: Resource Management - identified risks

Activity Affected	Failure Mode	Description	Risk Rating	Current Mitigation	Managed Risk Rating
Resource Management	Council decisions are successfully challenged in the Environment Court	Significant Legal Costs to Council	Moderate	Council obtain appropriate professional advice for all significant planning decisions; and seek legal advice when appropriate	Moderate

6.2.3 Mitigation Measures

Mitigation measures typically include procedural measures to strengthen the ability of the service withstand risk.

When a service has failed or is expected to fail in the future; strategies can then be developed to avoid or react to the failure. If the failure mode of a service is critical to the organisation, failure avoidance is likely to be more effective than reactive activities.

These Strategies can provide a list of works, which may be further broken down into:

- 'Should Do' Complete within 5 years
- 'Could Do' Works which may possibly be deferred for 5 years
- 'Defer' Works which can be deferred for 5 years

Based on the risk rating matrix above, the table below gives some guidance on mitigation measures.

Figure 11: Mitigation Matrix

Extreme	Immediate action required to reduce risk
High Risk	Treatment options must be reviewed and action taken to manage risk
Moderate Risk	Treatment options reviewed and action taken dependant on treatment cost
Low Risk	Managed by routine procedures

6.2.3 Critical Asset Identification

A critical service is one that if it fails to provide the required service it will result in a significant impact on the community.

Identification of critical assets involves assessing the service against a series of criteria and allocating a grade. The process involves:

- Listing the main service group
- Assessing and scoring the impact of an event using 0-3 grade
- Summing the scores
- Assets deemed to have a total of 10 or more,, then the service is a critical service.

The compliance and resource management activities are assessed below.

Figure 12: Critical Asset Assessments and Identification

Asset Matrix <i>0= No impact</i> <i>1= Low impact</i> <i>2= Moderate impact</i> <i>3= Severe impact</i>	Direct Costs (Repair, lost revenue, damaged, legal costs)	Effect on Community (loss of supply)	Effect on public safety	Environmental Damage	Image / Public support	Other	Total (sum)
Building Control	2	2	2	0	2		8
Liquor Licensing	1	2	0	0	1		4
Environmental Health	1	1	2	2	1		7
Bylaw Administration	2	2	1	0	2		7
Animal Control	1	1	2	1	2		7
Resource Management (District Plan administration and review)	1	1	2	2	2		8

As outlined in the table above, no service areas within compliance or resource management scores the required 10 points to be classified as critical.

7 Financial Summary

7.1 The Council's funding policy

The focus of this AMP is to provide agreed levels of service for compliance and resource management at the optimum or lowest operational cost to the community. The acquisition of funds to achieve this focus is detailed below.

For both compliance and resource management, general rates UAGC and wherever possible user charges fund the net costs of these functions.

7.2 Capital works framework

No assets are owned or maintained by the compliance or resource management group of activities, and no capital works are planned. Accordingly, no further discussion on capital work issues is required or necessary in this AMP.

7.3 Financial forecasts

The following budgets have been prepared assuming that it will be generally "business as usual" over the next 10 years. However if circumstances change (i.e. the government delegates additional regulatory responsibilities to territorial authorities), the financial modelling in this AMP can be reconsidered, and if necessary amended when this document is reviewed.

During the next three years the emphasis for these activities is to undertake the tasks included in the improvement plan, and ensure that risks are managed and the levels of service detailed in this AMP are met or exceeded.

Figures 13 and 14 identifies funding required over the next 10 years to implement the work strategies contained in this AMP. A financial forecast for each of the activities is shown in dollar value current from 1 July 2018.

More specific comment on financial matters associated with each activity is detailed below.

7.3.1 Compliance activity

In order to maintain appropriate levels of service and to address risks identified in this AMP the following additional costs have been allowed for:

Building

- Earthquake Prone Buildings - \$300,000 (\$30,000 per annum)
- Building Accreditation (BCA) – An increase of \$10,000 per audit round (two yearly)
- Legal expenses – An increase of \$19,000/annum in year 1 to address potential CHH litigation expenses
- An additional \$25,000 in year 1 for WLASS online building consenting project,
- Electronic document back-scanning WDC's building consent (and resource consent) records - \$85,000 included in corporate services budget.

Animal control

- Moderate increase in animal control contractor expenses to reflect potential increase in contractual costs - \$3,000/annum
- Increase in 'general expenses'
- Online dog registration system - \$10,000 in year 1
- Mobile applications for animal control – \$2,000 (addressed in corporate services budget)

Environmental health

- Increase of \$6,000 / annum for additional contractor expenses for Environmental Health Officer.

Liquor licensing

- Additional \$10,000 /annum to reflect District Licensing Committee expenses.

7.3.2 Resource management activity

The budget in the resource management activity reflects the ongoing costs of processing all consents required under the Resource Management Act 1991. Generally, all costs associated with processing consents are fully cost recoverable, as all actual and reasonable costs are on-charged to consent applicants. A budget allocation remains in this activity for consultants to process complex consents, however as per consents processed in house, these costs are also fully cost recoverable.

The District Plan Review ("DP Review") is currently underway, and is in year two of the project. Public notification is anticipated to be in October 2019, with a fully operative plan in 2021/22, subject to appeals progress during that stage of the process. The DP Review is budgeted at \$3.75M over the 2018/28 LTP period.

An additional \$15,000 per annum has been included for legal fees in relation to the Treaty Settlement process.

Figure 13: 10-Year Financial Forecast - Regulatory

Compliance (\$000's)	EAP 17/18	LTP Yr 1 18/19	LTP Yr 2 19/20	LTP Yr 3 20/21	LTP Yr 4 21/22	LTP Yr 5 22/23	LTP Yr 6 23/24	LTP Yr 7 24/25	LTP Yr 8 25/26	LTP Yr 9 26/27	LTP Yr 10 27/28
Operating Revenue											
Environmental Health	(36,000)	(38,000)	(38,798)	(39,596)	(40,470)	(41,344)	(42,294)	(43,282)	(44,308)	(45,372)	(46,512)
Animal and Dog Control	(163,000)	(182,100)	(183,984)	(186,622)	(190,742)	(194,861)	(199,338)	(203,995)	(208,831)	(213,845)	(219,218)
Building Control Services	(228,000)	(182,600)	(186,435)	(190,269)	(194,469)	(198,669)	(203,234)	(207,981)	(212,912)	(218,024)	(223,502)
Liquor Licensing	(54,000)	(50,000)	(51,050)	(52,100)	(53,250)	(54,400)	(55,650)	(56,950)	(58,300)	(59,700)	(61,200)
	(481,000)	(452,700)	(460,267)	(468,587)	(478,931)	(489,274)	(500,516)	(512,208)	(524,350)	(536,942)	(550,433)
Direct Expenditure											
Environmental Health	49,000	55,000	56,155	57,310	58,575	59,840	61,215	62,645	64,130	65,670	67,320
Animal and Dog Control	38,800	53,960	65,303	56,226	57,467	58,708	60,057	61,460	62,917	64,428	66,047
Building Control Services	73,000	80,500	88,317	58,873	86,798	61,472	90,710	64,354	95,029	67,461	99,756
Liquor Licensing	39,000	49,000	50,029	51,058	52,185	53,312	54,537	55,811	57,134	58,506	59,976
	199,800	238,460	259,804	223,467	255,025	233,332	266,519	244,270	279,210	256,065	293,099
Indirect Expenditure											
Allocated Costs	732,205	769,827	791,000	803,073	818,283	843,378	1,099,774	1,126,943	1,157,222	1,176,230	1,199,857
Depreciation	4,488	4,851	4,851	4,851	4,851	4,851	4,851	4,851	4,851	4,609	4,488
Interest	1,046	688	373	351	324	314	276	229	179	129	81
	737,739	775,366	796,224	808,275	823,458	848,543	1,104,901	1,132,023	1,162,252	1,180,968	1,204,426
Net Cost of Service	456,539	561,126	595,761	563,154	599,553	592,602	870,904	864,085	917,112	900,091	947,093
Capital Expenditure											
Environmental Health	0	0	0	0	0	0	0	0	0	0	0
Animal and Dog Control	0	0	0	0	0	0	0	0	0	0	0
Building Control Services	0	0	0	0	0	0	0	0	0	0	0
Liquor Licensing	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	456,539	561,126	595,761	563,154	599,553	592,602	870,904	864,085	917,112	900,091	947,093
Funded By											
Reserves	(11,865)	0	0	0	0	0	(238,000)	(50,000)	45,000	78,000	185,000
Internal Loans	0	0	0	0	0	0	0	0	0	0	0
Total Rates	(444,674)	(561,126)	(595,761)	(563,154)	(599,553)	(592,602)	(632,904)	(814,085)	(962,112)	(978,091)	(1,132,093)
	(456,539)	(561,126)	(595,761)	(563,154)	(599,553)	(592,602)	(870,904)	(864,085)	(917,112)	(900,091)	(947,093)

Figure 14: 10-Year Expenditure Forecast – Resource Management

Resource Management (\$000's)	EAP 17/18	LTP Yr 1 18/19	LTP Yr 2 19/20	LTP Yr 3 20/21	LTP Yr 4 21/22	LTP Yr 5 22/23	LTP Yr 6 23/24	LTP Yr 7 24/25	LTP Yr 8 25/26	LTP Yr 9 26/27	LTP Yr 10 27/28
Operating Revenue											
District Plan Administration a	(60,000)	(85,000)	(86,785)	(88,570)	(90,525)	(92,480)	5,395	(96,815)	(124,110)	(116,490)	(164,040)
District Plan Development	0	0	0	0	0	0	0	0	0	0	0
	(60,000)	(85,000)	(86,785)	(88,570)	(90,525)	(92,480)	5,395	(96,815)	(124,110)	(116,490)	(164,040)
Direct Expenditure											
District Plan Administration a	60,500	70,500	71,981	73,461	59,108	60,384	61,772	63,215	64,713	66,267	67,932
District Plan Development	0	250,000	158,255	698,140	95,850	141,440	0	0	0	0	0
	60,500	320,500	230,236	771,601	154,958	201,824	61,772	63,215	64,713	66,267	67,932
Indirect Expenditure											
Allocated Costs	184,559	610,706	627,787	642,822	651,993	670,287	404,853	411,007	422,924	433,608	439,433
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Interest	0	27,142	51,114	71,183	112,139	136,348	137,472	125,565	111,042	96,124	80,648
	184,559	637,848	678,901	714,004	764,132	806,636	542,324	536,572	533,966	529,733	520,081
Net Cost of Service	185,059	873,348	822,351	1,397,035	828,565	915,980	609,491	502,971	474,569	479,510	423,973
Capital Expenditure											
District Plan Administration a	0	0	0	0	0	0	0	0	0	0	0
District Plan Development	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	185,059	873,348	822,351	1,397,035	828,565	915,980	609,491	502,971	474,569	479,510	423,973
Funded By											
Reserves	0	32,366	62,409	90,499	142,841	(159,363)	91,536	225,497	322,086	342,340	424,296
Internal Loans	0	(633,345)	(552,531)	(1,102,467)	(505,142)	(210,517)	0	0	0	0	0
Total Rates	(185,059)	(272,369)	(332,229)	(385,067)	(466,264)	(546,100)	(701,027)	(728,468)	(796,655)	(821,849)	(848,269)
	(185,059)	(873,348)	(822,351)	(1,397,035)	(828,565)	(915,980)	(609,491)	(502,971)	(474,569)	(479,510)	(423,973)

8 Our Commitment to Excellence (Management Practice and Improvement Programme)

This section of the AMP describes the current activity management practices for compliance and resource management, and outlines the gap between the current and desired state.

The improvements required to close this gap are set out in the improvement programme. The programme also identifies priorities, timetables and resources required for achieving the desired management practices.

8.1 Assessment of current practice

The following table outlines the current management practices and the desired management practices WDC intends to develop over time.

Figure 15: Compliance activity management processes and procedures – current and desired practices

Compliance	
Current Management Practices	Desired Management Practices
Operations	
Quality Assurance Manual monitored for Building Compliance Delegations and warrants are reviewed to ensure they remain current	Operational activities identified, documented and reviewed
Performance Monitoring	
Small number of performance indicators monitored Internal and external auditing of building compliance systems Performance reported to customers through Key Performance Indicators	Performance measures and levels of service linked Performance standards fully documented
Quality Assurance	
Annual audit measures reported in Annual Plan Quality Assurance Manual for Building Compliance reviewed with recommendations for amendment as necessary External audits of Building Compliance processes and systems carried out	Development of more quality assurance systems for regulatory activities Regular review and updates of standard operating procedures
Accounting and Economics	
MagiQ financial system for cost records MagiQ regulatory system used for all regulatory functions	Further more extensive use of MagiQ financial and statistical information to manage activity Purchase additional MagiQ regulatory modules as available to enable effective and efficient management of services
Plans and Records	
All building records and inspection notes kept in hard copy in property related files All correspondence in electronic Document Management System	All building and other regulatory records are held electronically in the relevant property files and linked to GIS Full electronic processing of consents

Figure 16: Resource Management activity management processes and procedures – current and desired practice

Resource Management	
Current Management Practices	Desired Management Practices
Operations	
<p>Some documentation of procedures for processing resource consents</p> <p>Delegations and warrants are reviewed to ensure that they remain current (Resource Management Act delegations have been formally resolved by Council).</p> <p>Relevant warrants have been issued to staff</p>	<p>Standard Operating Procedures are reviewed and updated as required in accordance with best practice</p> <p>All templates are reviewed as required to reflect best practice, to ensure they have customer friendly language; and to reflect any amendments to the Resource Management Act 1991</p>
Performance Monitoring	
<p>Small number of performance indicators monitored</p> <p>Performance reported to customers through key performance indicators</p>	<p>Performance measures and levels of service linked</p> <p>Performance standards fully documented</p> <p>Continuous monitoring and reporting of performance against measures</p>
Quality Assurance	
<p>Annual audit performance measures reported in annual plan</p>	<p>Standard Operating Procedures are reviewed and updated as required in accordance with best practice.</p>
Accounting and Economics	
<p>MagiQ financial system used for cost records</p> <p>All resource management data recorded in MagiQ system</p>	<p>Further more extensive use of MagiQ financial and statistical data to manage this activity</p>
Plans and Records	
<p>All resource management correspondence recorded in electronic document management system and MagiQ regulatory system</p> <p>All applications kept in hard copy property related files</p>	<p>Resource management data linked to GIS</p> <p>All resource management consents are fully electronic, with limited paper copies. Correspondence is primarily electronic</p>

9 Improvement Plan

9.1 Planned improvements

The development of this AMP is based on current levels of service and the knowledge of Council staff. The AMP will be reviewed, regularly monitored and updated to improve the quality of activity management planning and accuracy of financial projections.

This process is dependent upon improved knowledge of customer expectations, further developed activity management practices, data to optimise decision making, review of outputs, development of strategies and further planning. Reviews will be dependent on the availability of resources to undertake the review.

9.2 Improvements from 2015 Activity Management Plan

In 2017, in recognition of a renewed emphasis on place making, and the need for an emphasis on compliance and monitoring, WDC formed a new “compliance” group, with the appointment of a Group Manager Compliance to manage these services. This has resulted in the restructuring of the group to improve effectiveness and efficiencies, and the appointment of a Planner which enables the majority of the RMA functions to be addressed and managed in house.

These changes have enabled WDC to provide a new focus on these activity areas. For example, an increased emphasis has been placed on dog control to ensure those dog owners who are recidivist offenders in respect of the Dog Control Act are addressed, and enforcement action is taken where required.

In addition, in 2017 WDC commenced a full review of its District Plan, a project which had been identified in the 2015-25 LTP. This project is within the resource management activity, as the District Plan is the key document which sets out how land use and subdivision will be managed by WDC; and the project is managed within the compliance group. The development of reserve management plans under the Reserves Act 1977 is also included as part of this project.

9.3 Improvement programme

The purpose of an improvement programme is to improve the current management practices for processes, information systems and data, by implementing an improvement programme that brings current management practices in to line with desired management practices.

The improvement programme in figure 17 below details the tasks to be completed over the term of this AMP.

9.3.1 Specific improvement projects 2018-28

Specific improvement projects for these activities are recorded below for the 2018–2028 LTP period. Timeframes, resource requirements and estimated costs are recorded.

Figure 18: Specific Improvement Projects 2018 – 2028

Specific Improvement Projects 2018 - 2028				
Project	Year(s)	Resource		Estimated Cost
		WDC Staff	External	
Implement online building consenting (part of WLASS project)	2018-2019	Yes	Yes	\$25,000 (plus ongoing fees to be recovered via fees and charges)
Electronic back-scanning of all building and resource consents to electronic property files	2018-2020	Corporate services project		
Electronic devices for animal control and enforcement	2018-2019	Yes	No	\$2000 (corporate services budget)
Online dog registration system	2018-2019	Yes	Yes	\$10,000