

Meeting	Kaipara District Council
Date	Thursday 29 August 2019
Time	9.30 am
Venue	Northern Wairoa War Memorial Hall – 37 Hokianga Road, Dargaville

Open Agenda

Membership

Chair:

Mayor Jason Smith

Members:

Deputy Mayor Peter Wethey

Councillor Anna Curnow

Councillor Victoria del la Varis-Woodcock

Councillor Julie Geange

Councillor Libby Jones

Councillor Karen Joyce-Paki

Councillor Jonathan Larsen

Councillor Andrew Wade

Jason Marris
General Manager Governance, Strategy and Democracy

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Ordinary meeting of Kaipara District Council Thursday 29 August 2019 in Dargaville

1 Opening

1.1 Karakia

1.2 Present

1.3 Apologies

1.4 Confirmation of agenda

The Committee to confirm the Agenda.

1.5 Conflict of interest declaration

Elected members are reminded of the need to be vigilant to stand aside from decision-making when a conflict arises between their role as Councillors and any private or other external interest they might have. It is also considered best practice for those members to the Executive Team attending the meeting to also signal any conflicts that they may have with an item before Council.

2 Public input

2.1 Rural Connectivity Group

3 Minutes

3.1 Confirmation of Open Council minutes 25 July 2019

General Manager Governance, Strategy and Democracy

1601.24

Recommended

That the unconfirmed Open minutes of the Kaipara District Council meeting held 25 July 2019 be confirmed as a true and correct record.

Meeting	Kaipara District Council
Date	Thursday 25 July 2019
Time	Meeting started at 9.32am Meeting ended at 11.54am
Venue	Ruawai Tokatoka War Memorial Hall – Ruawai Wharf Road, Ruawai
Status	Unconfirmed

Open Minutes

Membership

Chair:

Mayor Jason Smith

Members:

Deputy Mayor Peter Wethey

Councillor Anna Curnow

Councillor Victoria del la Varis-Woodcock

Councillor Julie Geange

Councillor Libby Jones

Councillor Karen Joyce-Paki

Councillor Jonathan Larsen

Councillor Andrew Wade

Jason Marris
General Manager Governance, Strategy and Democracy

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**Minutes of the Ordinary meeting of
Kaipara District Council
Thursday 25 July 2019 in Ruawai**

1 Opening

1.1 Karakia

Councillor del la Varis-Woodcock opened the meeting with a karakia.

1.2 Present

Mayor Jason Smith, Deputy Mayor Peter Wethey, Councillors Anna Curnow, Victoria del la Varis-Woodcock, Libby Jones, Karen Joyce-Paki, Jonathan Larsen and Andrew Wade

In Attendance

Name	Designation	Item(s)
Louise Miller	Chief Executive	All
Jim Sephton	General Manager Infrastructure	All
Sue Davidson	General Manager Risk, IT and Finance	All
Jason Marris	General Manager Governance, Strategy and Democracy	All
Shakhin Sharma	Northland Transportation Alliance Renewals Lead	4.2
Lisa Hong	Governance Advisor	All (Minute-taker)

Adjournments

Reason	Start	Finish
Morning tea	11.08am	11.24am

1.3 Apologies

Moved Curnow/Joyce-Paki

That the apology of Councillor Julie Geange be received.

Carried

1.4 Confirmation of agenda

Moved Smith/del la Varis-Woodcock

That the agenda for the 25 July 2019 meeting be confirmed.

Carried

1.5 Conflict of interest declaration

Name	Item
Councillor Curnow	Item 2.1 – Councillor Curnow is a trustee on the Bike the Kaipara Trust. As an elected member, she confined her role to presenting only in this section of the meeting.

2 Presentations and Petitions

2.1 Councillor Anna Curnow, Bike the Kaipara Trust

[Secretarial Note: Councillor Curnow confined her role to presenting only in this section.]

Councillor Anna Curnow, Sadie Parker and Nicky Reid tabled a presentationⁱ and spoke in the public forum.

2.2 Graeme McCarrison, Spark New Zealand Trading Limited

Graeme McCarrison, Barry Savage and Gill Evans tabled Spark's proposal for a temporary telecommunication facility on 2019 Molesworth Driveⁱⁱ and an information packⁱⁱⁱ, and spoke in the public forum.

3 Minutes

3.1 Confirmation of Open Council minutes 27 June 2019

General Manager Governance, Strategy and Democracy 1601.23

Moved Jones/Curnow

That the unconfirmed Open minutes of the Kaipara District Council meeting held 27 June 2019 be confirmed as a true and correct record, with minor typographical corrections.

Carried

3.2 Open Committee minutes confirmed in June 2019

General Manager Governance, Strategy and Democracy 16/Variou

Moved Jones/Curnow

That Kaipara District Council notes the confirmed Open minutes of the following committee meetings:

- *Combined Pou Tu Te Rangi Joint Management Committee and Harding Park Committee meeting held 05 March 2019; and*
- *Audit, Risk and Finance Committee meeting held 13 March 2019.*

Carried

4 Decision

4.1 Temporary Telecommunications Tower

Property and Commercial Advisor 5105.09.01/Mwhai

Moved Smith/del la Varis-Woodcock

That Kaipara District Council:

- a) *Approves the installation of a temporary telecommunications tower at 209 Molesworth Drive by Spark New Zealand on the land leased to Mangawhai Bowl(s) Club Lease and sub-leased to the Mangawhai Club from 01 August 2019 to 31 January 2020.*
- b) *Delegates to the Chief Executive responsibility for negotiating the terms and*

1601.24

conditions of the agreement for the installation a temporary telecommunications tower at this location.

Carried

4.2 Contract 923 – Tomarata Bridge (Insley Street) Repair 2019/2020

NTA Renewals Lead 4107.923/1

Moved Smith/Curnow

That Kaipara District Council:

- a) *Approves the award of 'Contract 923 – Tomarata Bridge Repair' to Freyssinet New Zealand Ltd for the contract value of \$2,048,757.66.*
- b) *Notes the transfer of budget allocation from 'Roadworks – unsealed' to 'Bridges and Structures'.*

Carried

Meeting adjourned for morning tea at 11.08am

Meeting recommenced at 11.24am

5 Information

5.1 Chief Executive's report for June 2019

Chief Executive 2002.02.18/July

Moved Curnow/Wethey

That Kaipara District Council notes the Chief Executive's Report for June 2019.

Carried

5.2 Resolutions Register

Governance Advisor 1202.05

Moved del la Varis-Woodcock/Larsen

That Kaipara District Council notes the Resolutions Register at 17 July 2019.

Carried

6 Public Excluded Council minute items 25 July 2019

The meeting went into Public Excluded session at 11.39am

Moved Curnow/Jones

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

- Confirmation of Public Excluded Council minutes 27 June 2019;
- Public Excluded Committee minutes confirmed in June 2019; and
- Lease Approval - Unit 9, the Hub, 6 Molesworth Drive, Mangawhai.

The general subject matter of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under s48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
Confirmation of Public Excluded Council minutes 27 June 2019	S7(2)(a) to protect the privacy of natural persons, including that of deceased natural persons S7(2)(b) to protect information where the making available of the information would disclose a trade secret; or would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information S7(2)(i) to enable any local authority holding the information to carry on without prejudice or disadvantage negotiations (including commercial and industrial negotiations)	S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
Public Excluded Committee minutes confirmed in June 2019	S7(2)(g) to maintain legal professional privilege. S7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
<i>Lease Approval - Unit 9, the Hub, 6 Molesworth Drive, Mangawhai</i>	<i>S7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>

Carried

Unconfirmed

7 Open Council minutes 25 July 2019

The meeting returned to Open session at 11.54am.

Closure

The meeting closed at 11.54am.

Confirmed

Chair

Kaipara District Council

Dargaville

ⁱ Promoting Cycling in Kaipara Presentation (Bike the Kaipara, July 2019)

ⁱⁱ Proposal for a temporary telecommunication facility on 2019 Molesworth Drive (Spark, 23 July 2019)

ⁱⁱⁱ Information pack (Spark, July 2019)

3.2 Open Committee minutes confirmed in July 2019

General Manager Governance, Strategy and Democracy

16/Various

Recommended

That Kaipara District Council notes the confirmed Open minutes of the following committee meeting:

- *Mangawhai Community Park Governance Committee meeting held Monday 15 April 2019.*

Meeting	Mangawhai Community Park Governance Committee
Date	Monday 15 April 2019
Time	Meeting started 10.01am Meeting concluded 11.34am
Venue	Meeting Room, Kaipara District Council offices – 6 Molesworth Drive, Mangawhai
Status	Confirmed

Open Minutes

Membership

Chair: Councillor Anna Curnow

Members: Messrs Maurice Langdon and Jim Wintle, Deputy Mayor Peter Wethey

Staff and Associates:

Chief Operating Officer and General Manager Infrastructure, Governance Advisor

(Minute-taker)

Jason Marris
General Manager Governance, Strategy and Democracy

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	Closure	7

Confirmed

Minutes of the Mangawhai Community Park Governance Committee
Monday 15 April 2019, Mangawhai

1 Opening
1.1 Present

Councillor Anna Curnow (Chair), Maurice Langdon, Mayor Jason Smith, Deputy Mayor Peter Wethey and Jim Wintle

In attendance

Name	Designation	Item(s)
Curt Martin	Chief Operating Officer and General Manager Infrastructure	All
Tanya Wilson	Governance Advisor	All
Lisa Hong	Governance Advisor	All (Minute-taker)

1.2 Apologies

Nil.

1.3 Confirmation of Agenda

Moved Curnow/Wintle

That the Mangawhai Community Park Governance Committee confirms the Agenda for Monday 15 April 2019.

Carried

1.4 Conflict of Interest Declaration

Name	Interest
Jim Wintle	Member of Mangawhai Pioneer Village Trust

1.5 Deputations and Presentations

Nil.

2 Confirmation of Minutes

2.1 Open Mangawhai Community Park Governance Committee minutes 21 January 2019

General Manager Governance, Strategy and Democracy 1611.05

Moved Wethey/Langdon

That the Open minutes of the meeting of Mangawhai Community Park Governance Committee held 21 January 2019 be confirmed as a true and correct record.

Carried

3 Decision

3.1 Mangawhai Community Park Works Programme

Parks and Recreation Manager 4702.13.06

Moved Wethey/Curnow

That the Mangawhai Community Park Governance Committee:

- a) *Approves the reprioritisation of projects to allow for a new toilet installation at Mangawhai Community Park.*
- b) *Requests staff to proceed with the design of a toilet project and investigate funding options to be reported back to the Committee.*

Carried

4 Information

4.1 Mangawhai Community Park Master Plan Operations Update-January 2019 to March 2019

Parks and Recreation Manager 4702.13.06

Moved Curnow/Wethey

That the Mangawhai Community Governance Committee:

- a) *Notes the Parks and Recreation Manager's operations update on the Mangawhai Community Park Master Plan from January 2019 to March 2019.*
- b) *Notes the Ecology Report: Summary, Conclusions and Recommendations from Ecology Solutions Limited.*
- c) *Notes that staff are awaiting a Hydrology Report from Stantec.*

- d) *Delegates the Chief Executive to investigate the new ecology and hydrology reports and any previously commissioned ecology reports, and report back to the next Committee meeting with recommendations and response.*
- e) *Notes that the gum trees near the playground area are scheduled for removal in the 2018/2019 financial year.*
- f) *Instructs the Chief Executive to arrange appropriate safety signage as soon as practicable to access points to cycling and walking tracks in the Mangawhai Community Park.*
- g) *Requests the Chief Executive to prepare a report to review the capital works programme format, including priority, timing and cashflow of projects, to facilitate improved capital works planning for the Mangawhai Community Park.*
- h) *Requests the Chief Executive to arrange a workshop of the Committee members and appropriate staff to review the status of the current Mangawhai Community Park Master Plan.*

Carried

Confirmed

5 Public Excluded minutes item 15 April 2019

The meeting went into Public Excluded session at 11.25am.

Moved Curnow/Smith

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

- *Confirmation of Public Excluded Mangawhai Community Park Governance Committee minutes 21 January 2019*

The general subject matter of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under s48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
<i>Confirmation of Public Excluded Mangawhai Community Park Governance Committee minutes 21 January 2019</i>	<i>S7(2)(i) enable any local authority holding the information to carry on without prejudice or disadvantage negotiations (Including commercial and industrial negotiations)</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>

Carried

**6 Open Mangawhai Community Park Governance Committee minutes
15 April 2019**

Meeting returned to Open session at 11.26am

Closure

The meeting closed at 11.34am

Confirmed 15 July 2019
Chair Councillor Anna Curnow

Kaipara District Council
Dargaville

Confirmed

4 Decision

Independent Planning Functions Review

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Louise Miller, Chief Executive
Burnette O'Connor, Senior Associate (Barker & Associates)

Purpose/Ngā whāinga

A Notice of Motion (NOM) was put forward at Council at the 30 May 2019 which directed the Chief Executive to undertake an independent review of the processes and procedures used by Council's Regulatory team to measure the efficiency of consents processing and to determine whether or not outcomes can be improved through changes in procedures.

Barker & Associates (B&A) were engaged by Kaipara District Council (KDC) to undertake an independent review of KDC's planning functions.

Executive summary/Whakarāpopototanga

The review has identified a number positive actions which have been made since the 2017 audit but also highlighted some further changes and development necessary in order to achieve higher quality outcomes and process efficiencies for KDC's planning functions. The detail of these are set out in the report (**Attachment 1**).

Key findings identified were:

- A large part of the organisation sits under one executive which is directly contributing to high workloads, staff pressures and the ability for managers to have the time to give to staff and be accessible.
- KDC staff workloads have increased due to high volumes of consents being lodged. This is resulting in staff working significant overtime to achieve the required outcomes with respect to statutory time frames and quality decision-making.
- Staff are experiencing a decline in overall job satisfaction which is directly attributed to increased work pressure and decreased work-life balance.
- There are opportunities to more effectively prioritise work, particularly:
 - Focussing senior staff on the more complex applications;
 - Developing relationships with, and utilising skilled consultants to take peak workload; and
 - Utilising delegations to a greater extent to distribute review and sign off work load.
- There are opportunities for more positive engagement and communication with the community.
- The quality, consistency and application of resource consent conditions needs to be improved.
- There is an opportunity to reduce community complaints and queries received by politicians and to improve education and communication protocols to ensure that queries are answered robustly and that workload and statutory time frames are not compromised.

Recommendation/Ngā tūtohunga

That Kaipara District Council:

- a) Notes the Barker & Associates' report 'Kaipara District Council – Independent Planning Functions Review July 2019' at Attachment One to this report.
- b) Requests the Chief Executive implement the recommendations provided by Barker & Associates and set out in Appendix 7 of the above report.

Context/Horopaki

B&A were engaged in June 2019 to undertake the review of the Council's planning functions. An earlier review was undertaken by OPC at the end of 2016 and reported on in January 2017.

The purpose of the review was to follow a similar methodology to the 2017 review and identify improvements made since that review; identifying areas where further improvements and efficiencies could be achieved to ensure that quality, consistent, efficient and cost-effective planning is provided at KDC that achieves KDC's statutory obligations.

The review has been entirely independent. The role of B&A has been as a conduit between staff, the executive team, Chief executive and a selection of external stakeholders who were interviewed.

Discussion/Ngā kōrerorero

Detail of the review methodology, process, findings, and recommendations are set out in the full report from Barker & Associates attached.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in council's Significance and Engagement Policy, and the public will be informed via agenda on the website.

Next steps/E whaiake nei

The Chief Executive and Executive Management Team will create a programme of work to address and implement the recommendations set out in the report.

Attachments/Ngā tapiritanga

	Title
1	Kaipara District Council – Independent Planning Functions Review July 2019, Barker & Associates

Louise Miller, 04 August 2019



Kaipara District Council – Independent Planning Functions Review

31 July 2019

EXECUTIVE SUMMARY

The review was triggered by a Notice of Motion (**NOM**) on 30 May 2019 from an elected member of Council seeking that an independent audit be undertaken of the processes and procedures used in the assessment of resource consents processed by Kaipara District Council (**KDC**).

B&A were engaged in June 2019 to undertake the review of the Council's planning functions. An earlier review was undertaken by OPC at the end of 2016 and reported on in January 2017.

The purpose of the review was to follow a similar methodology to the 2017 review and identify improvements made since that review; identifying areas where further improvements and efficiencies could be achieved to ensure that quality, consistent, efficient and cost-effective planning is provided at KDC that achieves KDC's statutory obligations.

The review has been entirely independent. The role of B&A has been as a conduit between staff, the executive team, CEO and a selection of external stakeholders who were interviewed.

As in the 2017 review, it is clear that KDC has positive, good, hard-working staff across the Regulatory, Planning & Policy department. All Policy and Resource Consent staff were interviewed. A consistent and common theme was that staff chose to work at KDC due to the positive impact and benefit they can have on the Kaipara District. This provides a strong and positive foundation for the teams and to undertake improvements to achieve higher quality planning outcomes and process efficiencies.

This review has identified a number of findings that demonstrate positive changes have been made since the 2017 audit, for example, the use of templates, creation of additional administrative support and senior planner positions, acknowledging that several of these are currently vacant, however they provide a structure that reflects what would be expected for an organisation the size of KDC with similar processing workloads.

Key findings identified were:

- Approximately 43% of the organisation sits under one executive which is directly contributing to high workloads, staff pressures and the ability for managers to have the time to give to staff and be accessible.
- KDC staff workloads have increased due to high volumes of consents being lodged This is resulting in staff working significant overtime to achieve the

required outcomes with respect to statutory time frames and quality decision making.

- Staff are experiencing a decline in overall job satisfaction which is directly attributed to increased work pressure and decreased work-life balance.
- There are opportunities to more effectively prioritise work, particularly:
 - Focussing senior staff on the more complex applications
 - Developing relationships with, and utilising skilled consultants to take peak workload; and
 - Utilising delegations to a greater extent to distribute review and sign off work load.
- There are opportunities for more positive engagement and communication with the community.
- The quality, consistency and application of resource consent conditions needs to be improved.
- There is an opportunity to reduce community complaints and queries received by politicians and to improve education and communication protocols to ensure that queries are answered robustly and that work load and statutory time frames are not compromised.

As mentioned, there are a number of key changes that have been made, and are ongoing with respect to process improvements. The findings of this review have also highlighted some further changes and development necessary in order to achieve higher quality outcomes and process efficiencies for KDC's planning functions.

Recommendations for consideration by KDC include:

- Creating a more even and well-balanced distributed of responsibilities amongst the executive team.
- Upgrade GIS and provide other technological improvements. Such tools enable overall improvement in the quality of the planning outcomes, and reduces risk from legal challenges and mistakes that could result in professional indemnity claims. An up to date, high quality and well-functioning GIS system will be imperative to the upcoming District Plan review that is required to be an EPlan.
- Systems and process improvements to secure greater quality and consistency in planning outcomes; and also assist in managing workloads and staffing pressure points. Greater and consistent use of templates, improved standardised conditions, reallocation of simple resource consents and the efficient use of consultants are areas for consideration.

- The prioritisation of work based on skill sets, experience and capabilities including providing appropriate delegations to senior planners for the low risk and simple resource consenting tasks. In addition, prioritising work in terms of essential and non-essential planning tasks guided by statutory requirements to inform where resourcing and time is best spent to gain the most efficiencies and meet Council obligations.
- Consolidate KDCs consultant base to those with the skills, experience and local knowledge to most effectively assist KDC and support Council as integrated members of the team. This will take pressure off staff workloads until such time as greater resourcing within the consenting and policy teams can be secured.
- Adopt a positive and proactive approach to communications. Communications should reflect that customers have been listened to, understood and that action will be taken. Implementation of in-house customer service training for all staff, with in-house customer service “champions” identified to continue that training for new staff. Standardised emails and letters can also be developed to enable quick, efficient, consistent and clear responses.
- Implement the above measures to improve customer service and reduce complaints and queries received by politicians. Provide a guideline or simple in-house training and protocols regarding how political queries will be managed appropriately and effectively.

The timing and extent of implementation of any of the recommendations will need to be worked through with the CEO, executive team and managers. The nature of change and associated improvements is interrelated, therefore the optimal outcomes within the Council organisation will be across teams and also collectively depending on the nature of decisions that are made, e.g. one decision will potentially affect another decision or require a review or different course of action to be adopted elsewhere.

It is recommended that change is implemented in small steps, reviewed and monitored for effectiveness prior to more significant improvements being implemented. Appendix 7 sets out a prioritisation schedule to assist with guiding KDC in continued improvements.

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APPENDICES:

- Appendix 1: Project Brief and Methodology for this Audit
- Appendix 2: 2017 Audit Executive Summary / Recommendations and Key Findings
- Appendix 3: Organisation Structure 2019
- Appendix 4: Interview Questions 2019 Audit – Staff Interviews
- Appendix 5: Interview Questions – 2019 Audit – External Stakeholders
- Appendix 6: Consent Audit Data 2019
- Appendix 7: Prioritisation Table for Implementation of Recommendations

List of Abbreviations

Barker & Associates	B&A
Kaipara District Council	KDC
Local Authorities	TA's
Ministry for the Environment	MfE
National Monitoring System	NMS
New Zealand Planning Institute	NZPI
Notice of Motion	NOM
Planning Improvement Project	PIP
Resource Management Act 1991	RMA
Resource Management Law Association	RMLA

1.0 INTRODUCTION

Barker & Associates (**B&A**) were engaged by Kaipara District Council (**KDC**) to undertake an independent review of KDC's planning functions. See **Appendix 1** for the project brief and proposal. This report presents the findings of the independent review and offers some options and recommendations to improve KDC's planning functions. The review is an update to an independent audit and review of planning functions undertaken by OPC dated January 2017.

The structure of this report is as follows:

- **Section 1** – Introduction
- **Section 2** – Context
- **Section 3** – Methodology
- **Section 4** – Findings
- **Section 5** – Recommendations
- **Section 6** – Conclusion

2.0 CONTEXT

2.1 PURPOSE OF THE REVIEW

B&A have undertaken an independent review of the KDC planning functions. Specifically, the purpose of the review is to identify how further improvements and efficiencies can be achieved to ensure that a quality, consistent, efficient and cost-effective planning service is provided that achieves Kaipara District Councils (**KDC**) statutory obligations in relation to resource consents processing, monitoring and district plan preparation. The overall outcome of the review is to provide recommendations as to where and how further improvements to KDC's planning functions can be made, with a specific focus as to what Council:

- Should stop doing;
- Should keep doing; and
- Should start doing.

The review has been prompted by a Notice of Motion (**NOM**) that was put forward by an elected member of Council at the 30 May 2019 Council meeting. The NOM directed Council to undertake an audit of the processes and procedures used by Council's Regulatory team to measure the efficiency of consents processing and to determine whether or not outcomes can be improved through changes in procedures.

The review has been conducted with the view to ensuring that KDC fulfils its statutory obligations to achieve the following:

- Quality planning outcomes for the District;
- Efficiency of process in relation to costs and timeframes;
- A framework established for continuous improvement;
- Business resilience; and
- An efficient and effective organisation structure for the delivery of planning functions.

The review has been undertaken in a completely independent manner. B&A have sought to maintain a high standard of professional integrity and independence through this review process. B&A are independent of the District Council and have ensured independence through this process by retaining objectivity; utilising random sampling techniques and avoiding personal bias that could influence our judgement throughout this project. In addition, the review was a completely confidential process with all names and specific comments and/or details being kept completely confidential, with only key themes being reported on.

2.2 BACKGROUND

In January 2107 an independent review of planning functions was undertaken by OPC that resulted in the implementation of the 'Planning Improvement Project' (PIP). In addition to the review undertaken by OPC in 2017, Paua Planning Ltd also conducted an audit of 25 KDC resource consents. The results of this audit were also provided on 31 May 2017. The intent of this audit was to determine whether resource consents granted in 2017 underwent a robust planning assessment process. The independent review in 2019 is essentially an update of the 2017 Independent audit of planning functions. Please see **Appendix 2** for the previous process that was detailed and followed for comparison purposes.

The 2017 OPC audit reported key findings set out in the executive summary of that report as summarised below:

- The importance of second and third tier professional planning positions to provide inhouse experience to assist with quality robust decision making and provide increased capacity for inhouse mentoring of planning staff;
- Identified key areas where additional staff resources were required to achieve appropriate quality levels of service, for example development engineering, consents and policy planning and administration assistance.
- The report recommended a specific position be created to focus on special projects and complicated resource consents.

- Some systems and process improvements were identified to secure better quality and consistency in planning outcomes such as the use of templates for reporting, standardised consent conditions, an updated procedures manual and the reallocation of simple resource consents away from experienced staff leaving them to utilise their expertise for the more complicated consents.
- For the policy team, the report recommended a specific and focussed approach to time and task management, setting out key stages for plan changes and plan review processes to enable focus on these tasks with better managed, and fewer distractions from external and more immediate enquiries.
- Ongoing professional development for planning staff was highlighted as an area for consideration because this results in upskilling of inhouse staff, provides increased job satisfaction and makes KDC a more desirable place to work and attract planning professionals.
- The report recommended a clear procedure / process for managing staff issues and escalating professional conflicts of interest or differences in professional opinion.
- An upgrade to the Geographic Information Systems (GIS) was clearly highlighted as a key consideration to achieve more efficient and higher quality planning outcomes and to reduce Council risk; as were other technological improvements in the areas of time recording and project management.
- Additional links to core information on the Council website was identified as a solution with respect to reducing enquiries; particularly in relation to Council fees and charges and forms.
- The 2017 audit advised that the timing and implementation of changes would need to be worked through with the CEO as improvements were interrelated and therefore the optimal outcomes within the organisation would be delivered across Council teams.
- The report recommended implementing changes in small steps and reviewing and monitoring the effectiveness of changes prior to more significant changes being implemented.

It is pleasing to advise that a number of the recommendations have been implemented. Namely the following:

- Some organisational restructure to combine planning staff in one department and reallocate non statutory planning functions.
- Use of templates for resource consent reporting.

- Ongoing professional development with a clear structure has been implemented in the six-monthly staff review process.
- A position has been created for special projects. This is yet to be filled.
- Additional staff positions for senior planning staff have been created. Some have been filled but there are currently 5 vacancies; one for the special projects positions; a management position, a principal planner position and two senior policy planner / analyst positions. There is also a vacant position for a Team Leader of subdivision and support; a development engineer position, a planner position and a technical support position.

The Executive Summary / Recommendations and Key Findings are attached as **Appendix 2**.

2.3 KAIPARA DISTRICT CONTEXT

2.3.1 Demographic Profile

The demographic profile of the Kaipara District is as follows:

- The population of Kaipara District is 23,200 as of June 2018. The population in the District has been steadily increasing since the early 2000s after a period of flatter growth.
- Kaipara has a land area of approximately 3,117km².
- The majority of the District's land is rural with only two main centres (Dargaville and Mangahawai). Aside from Mangahawai and Dargaville, the remaining urban settlements are either farming based communities such as Mangaturoto, or coastal lifestyle/bach settlements such as Mangawahi heads, Langs Beach and Baylys Beach.
- The District is coastal with the western boundary defined by expansive coastline. In addition, the District has two harbours, with the Kaipara Harbour being one of the largest in the world.

2.3.2 Organisational Structure & Resources

Overall structure

The existing organisation structure is shown on the diagram in **Appendix 3**.

Below the Chief Executive and Executive Assistant are six General Managers. Each General Manager is responsible for key areas of Council business. The department where the core planning functions are held is the Regulatory, Planning & Policy. This department is responsible for the resource consent, policy and District Plan functions within Council. The Policy team is responsible for policy documents such as the

District Plan, Bylaws and Reserve Management Plans including changes to these documents, related consultation, hearings and appeals. This team also provides information and assistances to other departments within Council on legislative changes and planning input to functions undertaken by other departments where the planning skill set is required.

The Resource Consent team is responsible for consent processing, related consultation and hearings; this team also deals with public enquiries and provides resource to undertake planning checks on building consents, liquor licensing and LIMs.

The policy and consenting teams have crossovers and links with other teams and departments throughout council; the two teams are highly integrated with the rest of Councils areas and functions. Consequently, it is very important that the teams within the Regulatory, Planning & Policy department have good relationships across Council.

Policy

The Policy team is currently made up of 7 staff members – a Manager, the Team Leader, 3 Policy Analysts, 1 District Planner and 1 Technical Support Officer. There are currently two senior planner vacancies in the team.

The team is required to undertake a wide range of tasks to assist Council to fulfil its functions including District Plan planning, preparing bylaws, policies and strategies, preparing submissions and advising Council on policy decisions. In addition, the KDC District Plan is due for review which we understand is scheduled to start in 2019.

The existing Policy Team will be lacking resourcing and expertise leading into the District Plan review, given the lack of planners in the team and the scale and complexity of the task.

Similar sized Councils have Policy team staff comprising a Manager, a Team Leader, 4 – 5 experienced planners, senior specialists for example, a coastal hazard planning specialist, climate change planning specialist, and administration support staff.

An important component of this team is prioritisation of work and having the resources, skill set and experience to complete the work required. It would be beneficial to have the resources required to complete the District Plan review, alternatively, the team will need to explore engaging consultants to assist with the upcoming review.

The Policy team were all enthusiastic and positive about their work and roles at KDC. They all expressed interest in extending their skill base and career paths within Council but noted the need for more staff resourcing and greater work life balance.

Consents

The Resource Consent Team is currently made up of 7 staff members – a Manager, the Team Leader, 1 Principal Planner, 1 Planner, 2 Graduate Planners and 1 Duty Planner. There are currently 3 vacancies in the team plus a new team leader position for Subdivision and Support, which is yet to be filled, and a position for a Major Projects Leader. There is also currently one Development Engineer position vacant and positions for Technical Support Officers.

This team is extremely busy because of the high number of resource consent applications being lodged with Council. Within the last year 398 consents have been lodged with Council which is consistent the number of consents in previous years.

Similar sized Council's receiving up to 1000 resource consents have 7 -8 processing planner positions, a Principal Planner, Team Leader Resource Consents, and a Manager (10 – 11 staff in total).

There are currently only 5 resource consent processing planners (which is an increase in comparison to the 2017 review where there were 3 processing planners) plus a Team Leader and Manager. To ensure an effective team the Team Leader and Manager roles should focus on:

- Workload management;
- Establishing and utilising standardised templates for consent processing;
- Management of consultants, including experts who provide other disciplinary inputs into the resource consent process, such as landscape architects, urban designers, specialist planners, ecologist, economists etc;
- Quality control and consistency;
- Keeping abreast of legislative changes and requirements and ensuring staff are updated, trained accordingly and that all necessary changes to letters and templates etc. are implemented in a timely manner; and
- Interacting with other departments in Council to provide input into their processes and also to establish frameworks for their input into resource consent processes and applications.

The staff in this team were all positive and committed to the Council. They all expressed strong support of their managers and identified that a key driver for working at KDC was to be in a position where they could help the community.

Subdivision and Support

The Subdivision and Support Team is currently made up of 8 staff members – a Manager, 2 Development Engineers, a Monitoring Engineer (casual), 1 Regulatory

Officer and 3 Technical Support Officers. There is currently 1 vacancy in the team which is the Team Leader position.

This team is responsible for reviewing and providing conditions for subdivision consents and for checking construction and other engineering conditions for subdivision consent s224 sign off. The geographical form of the District results in significant travel distances and travel times for this team.

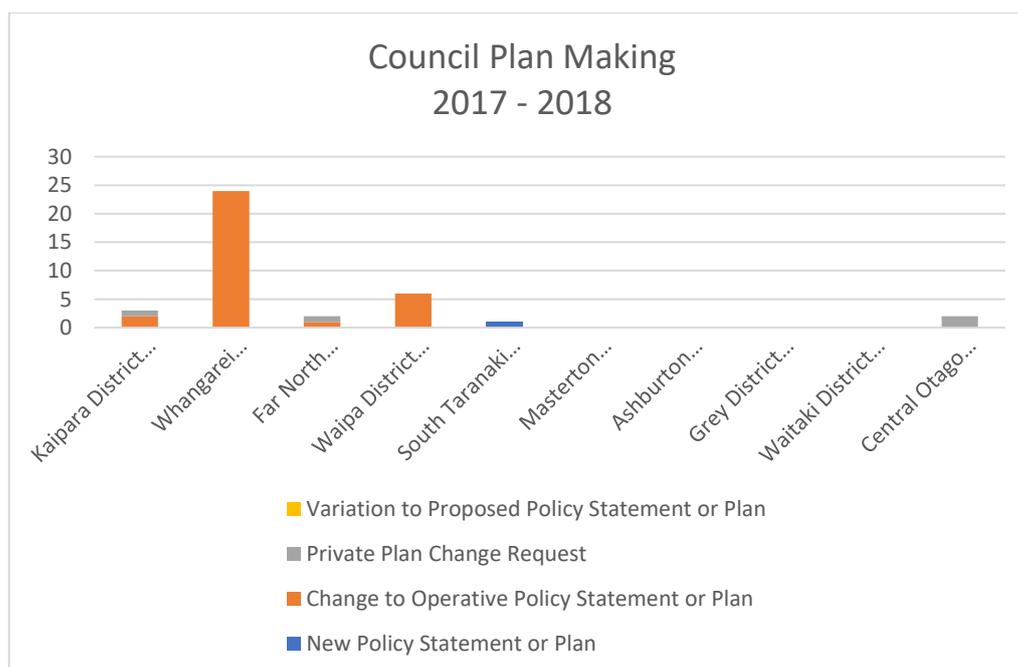
2.3.3 Regional and National Comparison

An important part of this review was to understand the planning context in KDC in terms of resource consents (numbers, timeframes, complexity), plan making (numbers of new plans, policy statements, private plan change requests, plan changes) and the staff numbers in comparison to other Councils. The Ministry for the Environment provides up to date statistics on this information through the National Monitoring System (NMS) data.

In order to draw comparisons, comparable Councils in terms of land area, population and with a mix of rural, urban and coastal areas were selected. The 2016 – 2017 and 2017 – 2018 NMS data was reviewed, with key findings summarised below.

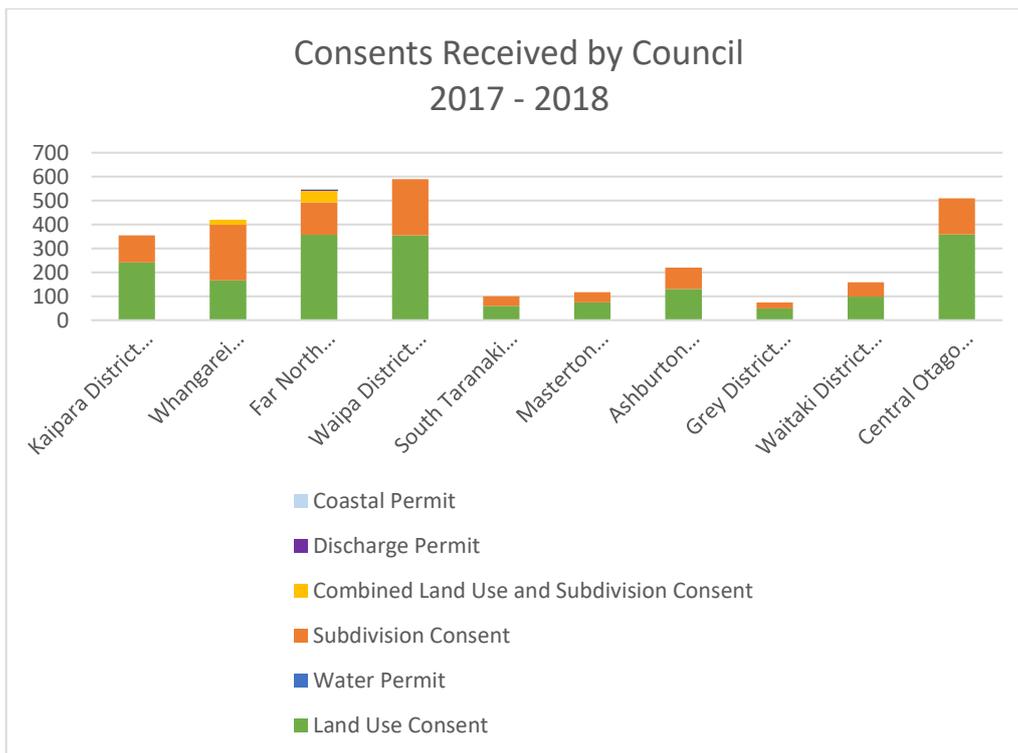
Plan Making

Kaipara is comparable with other Councils over the 2017 – 2018 timeframe with relatively low levels of plan-making processes taking place in terms of new policy statements or plans, changes to operative policy statements or plans, private plan change requests and variations to proposed policy statements or plans as shown in the graph below.

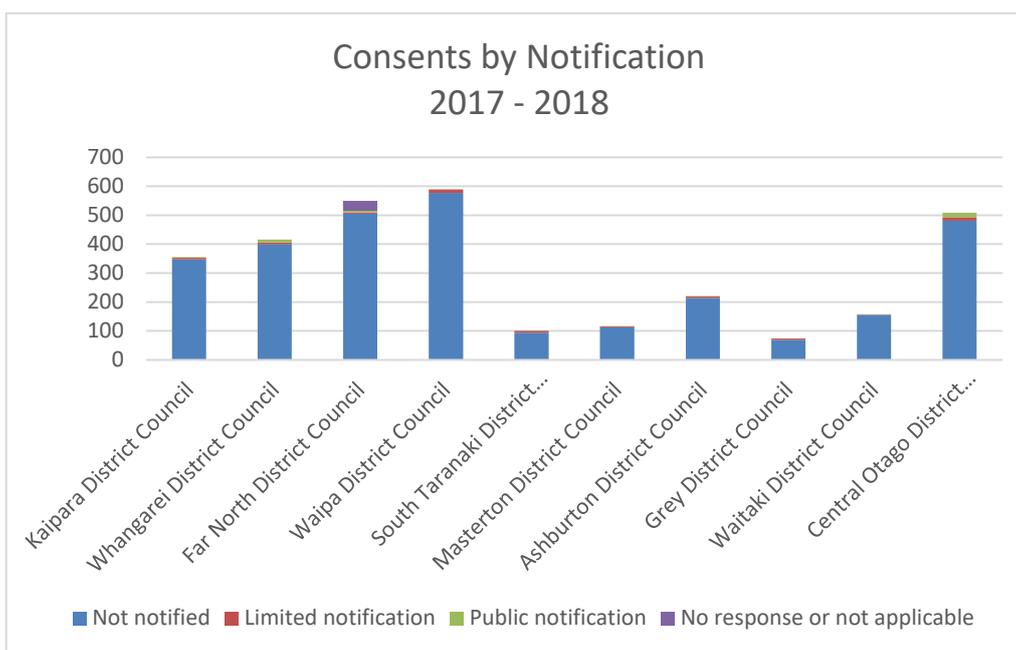


Resource Consents

Kaipara receive a large number of resource consents annually which is continuing to put the consents team under pressure. The NMS data shows that the number of consents being received and processed by the KDC is about average in comparison to other comparable Councils. The graph below shows the number of consents received since 2017 – 2018.



Often, whether a consent is notified or non-notified can provide a good indication of the complexity and scale of the consent. Similarly, to most other Councils, the majority of resource consents are non-notified which signals that the consents are likely to be of a lower complexity.

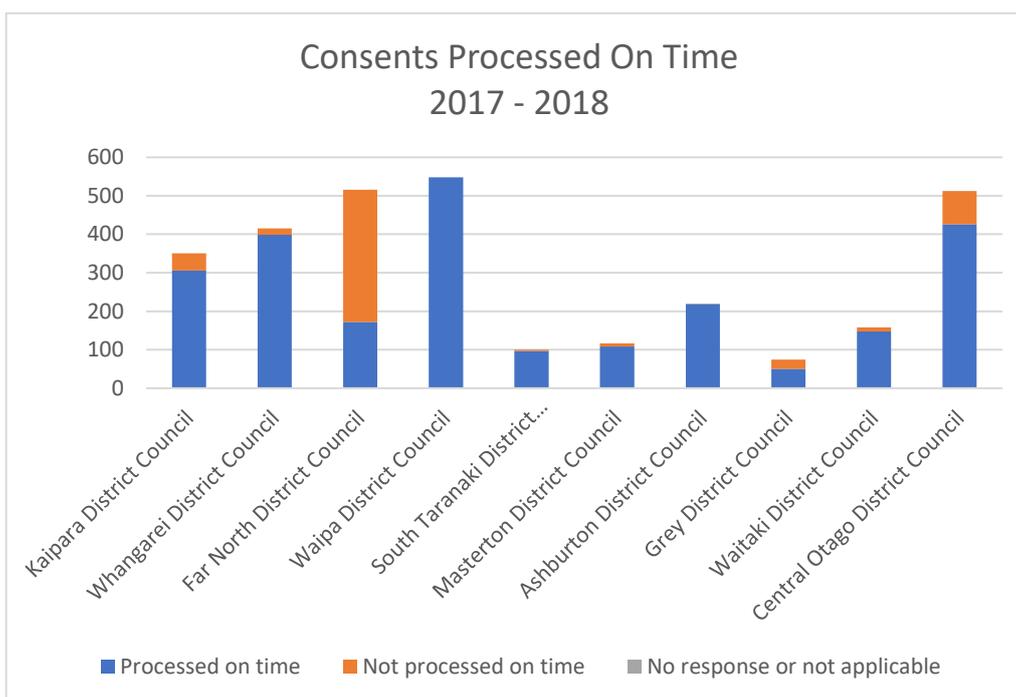


It is understood that KDC receive, and are processing a high number of consents. This is demonstrated in the Table below which shows a comparison of consent numbers, staff and processing times for the 2017 / 2018 year¹:

TA Council	Resource Numbers	Consent	Staff Consents	Processing	% Processed in Time
Kaipara DC	355	8			Approx. 87%
Whangarei DC	399	10.97			Approx. 95%
Central Otago DC	509	9			Approx. 80%

The high work load is putting the consenting team under pressure. Despite this, in comparison with other Councils, KDC is performing very well in terms of the number of resource consent applications being processed within the statutory timeframes. A total of 87% (2017/18) and 99% (2016/17) of KDC's resource consent applications have been processed on time. This is significantly higher than Far North District Council where only 33% were processed on time in 2017/18, and very comparable with the other 8 councils where the number of consents processed on time ranged from 68 – 100% in 2017/18.

¹ Ministry for the Environment. 2019. *National Monitoring System for 2017/18*. Wellington: Ministry for the Environment.



In regards to resourcing and staffing, the NMS research has shown that, in some areas KDC has a high number of FTE in comparison to other Councils, i.e. Compliance, Monitoring and Enforcement. We noted that this is inconsistent with the number of staff being reported on the ground at KDC during the interviews, however it is acknowledged that this may be due to how the NMS information is being reported or the definition of a position/single FTE. In any event in the consent processing area KDC's reported FTE's are relatively consistent, but lower, in relation to consent numbers for the FTE positions available when compared with the most similar Council's (Whangarei and Central Otago) as shown in the table above.

Council's ability to achieve statutory timeframes, particularly in times of high population growth, is also heavily dependent on the availability and expertise of consultants to process resource consent overflow work. We have not directly surveyed the number or availability of external consultants; however, we understand that KDC uses a number of different consulting firms to provide professional services. Our view is that KDC has less options and support from external consultants compared to a number of the Council's listed above. This is likely to be directly attributable to the location and travel distance to KDC from the main centres. We would expect to see this change in the future with growth and roading improvements.

3.0 METHODOLOGY

3.1 OVERALL APPROACH

The independent review took place during July 2019. The general process followed was:

- Review of the organisational structure, specifically identifying changes that have occurred since the 2016/17 review and assessing whether these changes resulted in more optimal and/or positive outcomes.
- Systems review with resource consent and district plan/policy team leaders to identify the processes for identifying tasks and managing and monitoring timeframes.
- Hold discussions with inhouse planning staff to hear their views on where improvements could be made, and what those improvements should, in their view be.
- Randomly sample resource consents and review their process and quality.
- Randomly select and interview a range of external stakeholders involved in preparing and lodging resource consent applications.
- Prepare an updated report identifying issues and recommending options for improvement.

3.2 INTERVIEWS

Interviews were held with Council staff and external stakeholders to obtain feedback on their experiences, views on where improvements could be made and what those improvements should be. All staff on the Executive team; the Policy Team and Planning Team, including the Subdivision and Support team (with the exception of once casual employee) and the Monitoring and Compliance Team Leader were interviewed.

The interviews with Council staff were conducted on an individual basis. The interviews took approximately 30 minutes each. The interview questions were a repeat of the questions prepared and used in the 2017 review by OPC. Although the questions were pre-prepared, the interviews often flowed from one topic to another without strictly following the question format. This open and flexible approach was intended to facilitate meaningful discussion with the interviewees. **Appendix 4** provides a copy of the interview questions.

Similarly, the interviews with external stakeholders were conducted on an individual basis by two independent B&A consultants and took approximately 30 minutes each. A set of specific interview questions were drafted which were pre-circulated to those

being interviewed. **Appendix 5** provides a copy of the interview questions. The external stakeholders interviewed were randomly selected using a random number generator from the list of planning agents and consultants involved in the resource consents reviewed – as discussed below. The random number generator resulted in a wide spectrum of stakeholders being interviewed across a range of professional disciplines, all who work and engage with Council in different ways.

The interviews were conducted in a completely independent manner, with the names, job positions and comments kept confidential. Only the key themes, particularly those which were re-occurring across the interviews reported and summarised in the findings section to ensure anonymity.

3.3 CONSENT AUDIT

An audit of 15 randomly selected consents was undertaken of all consents processed within 2018/19. The purpose of the consent audit was to:

- Confirm if correct statutory processes had been followed;
- Assess the quality of decisions and in particular consent conditions;
- Compare consistency of use of report templates and conditions; and
- Identify any trends or issues that may be relevant for the overall findings and recommendations of this review.

The process to select the consents was undertaken randomly to ensure there was no bias in those selected and get a good cross section of resource consents. The following steps were taken to select the 15 consents:

1. All consents received and processed were assigned a number from 1 – 398 based on the order they were listed in the excel spreadsheet provided by KDC.
2. A random number generator was run to select 15 numbers. Those 15 numbers randomly generated represented the corresponding consents that were selected to be audited.
3. If a consent was selected that B&A have either processed or peer reviewed, it was removed from the list and the next consecutive consent was selected instead².

Once selected, the consents were individually reviewed under the following overall headings:

² B&A have processed and peer reviewed a number of consents for KDC over the last few years. To ensure a completely independent and robust process, any consents that B&A have been involved in were not selected for the audit.

- Application details –basic application information such as the applicant name, agent, activity status and whether a consultant planner was used to process the application.
- Process –whether the correct process was used for matters such as section 88 checks, section 92 further information requests through to the section 95 notification decision and section 104 determinations.
- Conditions – this considered the quality and consistency of conditions imposed on consents considering whether they are clear, specific and enforceable.
- Other – this included the use of section 37 and any notes from the findings.

The data obtained from the consent audit is contained in **Appendix 6**. A summary of the findings and key trends is provided in section 4 with recommendations made in section 5.

4.0 FINDINGS

This section discusses the key findings from the independent review and in particular the interviews with council staff and external stakeholders. From the discussions a number of issues and findings were identified which have been grouped and discussed based on common trending themes.

As stated above there have been several positive changes since the last review. There appears to have been a process of ongoing improvement adopted and being actively worked upon, acknowledging that high workloads and resourcing continues to be an issue for the speed at which changes are able to be implemented.

A summary of the key findings is outlined in the box below with more detailed discussion following

- ***There is an opportunity for staff to better utilise KDC templates to improve the efficiency and effectiveness of work. These are currently an under-utilised resource.***
- ***Improvements to the review of consultants work and a reallocation of review tasks is possible to make the sign off process more efficient.***
- ***Consolidate KDCs consultants base to those with skills, expertise and local knowledge to most effectively assist KDC and support Council as integrated members of the team.***
- ***Implement the above measures to improve customer service and reduce complaints and queries received by politicians. Provide a guideline or simple in-house training and protocols to staff regarding how political queries will be managed appropriately and effectively.***

- *Managers with the Regulatory, Planning & Policy department do not have time to effectively undertake the tasks and functions associated with those roles.*
- *There is an urgent need for an updated, high quality and well-functioning GIS system to efficiently and effectively support planning functions and for other in-house technology upgrades.*
- *KDC staff have experienced a decline in overall job satisfaction which is directly attributed to increased work pressure and deteriorating work/life balance.*
- *There is an opportunity for more positive engagement and communication with the community.*
- *Planning staff are affiliated with a professional body which is funded by KDC, which staff are incredibly supportive of due to the networking and training opportunities these affiliations provide.*
- *There is scope to improve with the quality, consistency and application of consent conditions.*

4.1 ORGANISATIONAL STRUCTURE

Our review of the organisational structure, staff positions and managers; as well as the staff interviews revealed that across the core six Council teams, approximately 43% of the staff sits under the Regulatory, Planning & Policy department manager. The remainder of the staff sits under the five other executive managers. This is visibly demonstrated in the organisation chart included as **Appendix 3**.

This naturally results in a disproportionately high workload for the managers in this department. Our findings in relation to this are:

- Workload pressure and sheer volume of tasks is meaning that there is little, to no time for managers to focus on the management tasks i.e. supporting staff, dealing with elevated matters / issues, implementing positive changes in procedure etc
- There are opportunities to spread the responsibility and related staff resources across the organisation that may result in greater efficiencies with respect to the identified issues, simply through lessening the number of people reporting to one person. As an example; we have considered the benefit of reducing the policy planning aspect in this department so that non-essential planning tasks such as bylaws / reserve management plans are reallocated to the Governance, Strategy & Democracy Team.

4.2 TECHNOLOGY

Planning and good planning outcomes rely heavily on the quality of technology, data and tools available to staff. Technology is important to undertake project management and planning related tasks such as mapping, population analysis; land use activity information; environmental quality information such as landscape values, ecological values and water quality. Technology was commonly indicated to be a significant issue for KDC with the following particular concerns raised:

- There is a lack of a high quality, up to date and well-functioning GIS system to support planning functions which is creating inefficiencies and issues for planners daily. As an example, simple tasks / research that could take a matter of minutes with effective GIS can take half a day to work back through old paper-based or less able technology systems.
- Technology training for the systems used in-house at KDC are not compulsory and therefore many staff lack the skills and knowledge to maximise the technology available. This provides an opportunity for upskilling, particularly if systems are upgraded and everyone needs to learn the most efficient ways to use them.
- There is opportunity for greater utilisation of project management tools to assist with work load and tasks management across all planning areas.
- The high number of consultants used means a greater work load for inhouse staff updating inhouse systems that consultants do not have access to. The systems need to be updated so that they are reliable and reduce the consultant management burden on in-house staff.

We note that most Local Authorities (TA's) have sophisticated GIS and although they are costly, they are invaluable to supporting high quality planning outcomes and efficiencies in day to day work. GIS information is vital to the development of well-informed policy and accurate and timely reporting of resource consent applications, preparation of hearings reports and the formulation of professional opinion for these processes. The lack of a GIS system at KDC is causing significant issues and inefficiencies for planning staff. The lack of a robust, reliable and up to date GIS also increases risk to Council across a number of areas including asset management, property identification, hazard identification and district plan and implementation.

Other technological upgrades that were identified by staff as necessary included access to Autocad to enable swift and accurate checking of engineering plans for subdivision.

Opportunity to better utilise the Council website to provide information to the community was also identified by staff in interviews. This is addressed in the section on communication and customer service at 4.7 below.

The issues with GIS and technology more broadly, was an issue identified back in the 2017 review by OPC. We understand that there has been an ongoing project to deliver an updated GIS with other TA's and Northland Regional Council. The timing for delivery for KDC is urgent for the above reasons and also for the upcoming District Plan review that will require a high functioning, up to date system for the Eplan.

4.3 GEOGRAPHICAL CONTEXT

KDC operates out of different offices across the District; Dargaville and Mangawhai. The Regulatory, Planning & Policy department has staff working across both offices and in some instances, staff working at home as part of flexible working protocols. A common issue raised within our interviews was the geographical context of the District and the Council, and in particular:

- KDC staff sometimes feel isolated from senior staff, managers and the executive team who work in different offices.
- There is a greater challenge to have 'face time' with managers and other members of the department due to travel distances, the associated time and the high workloads.
- The geography of the District means that staff have to travel significant distances either to get to work or undertake site visits. This can result in the working day being inefficient with large amounts of time lost due to the travel requirements; this can be inefficient and reduce the time available to staff to complete other work requirements.

4.4 CONSULTANTS

KDC use a number of consultants to assist with planning functions, in particular the processing of resource consents. The use of external consultants can, and should, assist Council by sharing resources; helping to reduce workloads and meet Council's statutory timeframes. Collaborative benefits can be achieved with the use of external consultants by providing opportunities for consultants to add value through sharing their skills and expertise with in-house staff where appropriate.

Despite the efficiencies and benefits that can be achieved through the use of consultants, the review identified some common concerns and issues. In particular, the following issues were raised:

- The work being completed by some consultants is inconsistent with Council's quality standards and with the work being undertaken by in-house staff members.

- There is a lack of quality and consistency in the outputs being delivered by some consultants, particularly in terms of resource consent processing and decisions.
- The large number of consultants engaged to try and achieve statutory processing time frames encumbers staff with significant administration tasks additional to what would be required to manage inhouse staff. This includes contract management, file management, the detail of report checking; as well as additional discussion and explanation in the consent process.

4.5 MENTORING

Mentoring is a critical component of any work place to ensure the ongoing training and upskilling of staff, professional development and growth and to provide particularly junior staff with a system of support. There is no structured or set system for mentoring at KDC which was identified as an issue by many of the staff. In particular, it was regularly noted that:

- Due to high workloads, senior management and/or senior staff don't have the capacity and resource available to mentor junior staff to the extent required.
- More time needs to be made available to allow senior staff to undertake mentoring to help with training and upskilling of other staff.
- Staff in the policy and consenting teams expressed the need for access to professional mentoring.
- Staff noted that they were well supported within their roles by the team leaders and managers in the department, despite the lack of one on one mentoring, which staff acknowledged was related to work loads.

4.6 JOB SATISFACTION

Consistent with the 2017 review, it is evidently clear that KDC has good, professional and committed staff across the Regulatory, Planning & Policy Department. The staff are passionate about what they do and seek to work at KDC to make a positive impact on the community and the District. Despite having good staff, there is a current issue with job satisfaction for staff members. Job satisfaction was commonly identified by staff as having declined over the last 18 months for the following reasons:

- KDC staff enjoy the work that they do and the people they work with, however are feeling under pressure due to high workloads; a perceived lack of support from other Council departments and the community. This was reported as having a significant influence on job satisfaction.

- Staff are feeling under pressure to work long hours; overtime, and to not take leave in order to deal with the high workloads. This is creating a lower sense of job satisfaction likely correlated with higher stress levels and poor work life balance.
- Due to high workloads, there is an increasing sense that staff do not have the time to deliver the quality of work that they would like to, or which is expected of them.
- Managers do not have the time to fulfil their job descriptions and provide adequate time and accessibility to staff.

4.7 COMMUNICATION AND CUSTOMER SERVICE

Customer service is required across the organisation. Planning in particular is at the forefront of serving and dealing with customers and the wider public. It is therefore particularly important how communications and customer relations are managed.

Within the Regulatory, Planning & Policy department the review has identified areas where there is potential for improvement. Specifically, the following was raised:

- There is under communication from the planners with customers. Customer responses are either not being communicated or communicated late with supporting staff often having to fulfil these tasks. High workloads are the key contributor to this.
- Staff are hard to access because there are no Direct Dials.
- Customer responses are not being delivered to the customer well. Communication from the planners is reported as being over complicated with the messages not being communicated plainly for lay people to understand i.e. it is too technical and therefore potentially confusing.
- Service requests coming in from the public are not getting adequate respect and/or not being followed up appropriately by staff. It is acknowledged that high workloads are the key driver behind this. We also identified not responding in a timely or appropriate fashion was also likely contributing to a greater workload associated with these tasks and a lower level of customer satisfaction.
- In dealing with customer enquiries and complaints the customer appears to be feeling a lack of respect. In particular, the consenting team is not responding to phone calls or emails from customers in a timely fashion and messages are sent via auto reply email that calls and messages cannot be responded to because of high workloads.
- There appears to be an opportunity to reinforce to staff that if customers and complaints were appropriately dealt with, it would likely reduce the level of

complaints being received and the staff workloads associated with dealing with complaints or planning issues.

- More could be done to promote good news stories to the public and what things KDC are doing well, for example the improvements that have occurred in the quality of decision making and systems improvements since the last review. There is also an avenue to promote systems and process management changes in a positive light so people know and understand why certain decisions are made for example, restricting the times that staff are available for call and to respond to customer queries via email but explaining that the reason response / availability times are restricted is because of the need to focus on processing to work to achieve statutory time frames. This type of message is becoming more socially acceptable. Some businesses state they are not available on certain days of the week so they can focus on creativity for example.

4.8 WORK STREAM PRIORITISATION

A key aspect of achieving efficiency and also ensuring that deliverables are achieved in a timely and professional manner is ensuring that work is distributed in a way that maximises the use of resources in terms of skill, level, availability and experience. In addition, in a Council with limited staff numbers, high workloads and growth pressures, it is fundamentally important that work is prioritised and resources are put into undertaking the most important areas of Councils planning functions. The interviews with staff highlighted issues and opportunities with work stream prioritisation. In particular, the following were identified:

- There is an opportunity to more effectively prioritise work across the teams. There is currently no formalised forward planning or structure to guide work and resourcing priorities across planning teams, or even within teams.
- In the policy space, there is no monitoring or review process to help guide and inform where the issues are and what policy development is a priority, particularly in terms of statutory and non-statutory requirements.

4.9 AFFILIATION WITH A PROFESSIONAL BODY

Professional bodies are available for planners in New Zealand. It is important for planners to have an affiliation with some professional body e.g. the New Zealand Planning Institute (NZPI), that can deliver training, networking opportunities, advocacy for its members, up to date planning news and good practice planning guidance. The interviews revealed that all professional planning staff at KDC staff are affiliated with a professional body, and in particular NZPI. As noted, this appears to be a positive improvement from the 2017 audit report. The following positive findings were identified from KDC staff regarding affiliation with professional bodies:

- NZPI memberships are encouraged by KDC managers and team leaders; all staff are encouraged to join one professional body.
- KDC are very supportive of affiliations with a professional body and ensure staff have those opportunities available to them through paying for the memberships.
- The majority of staff acknowledged that they were members of NZPI or the Resource Management Law Association (**RMLA**).
- There is an appreciation from staff for being a part of a professional body due to the recognised benefits of accessibility to training and upskilling opportunities.
- Affiliations with professional bodies provides opportunities for some of the issues raised to be addressed, for example graduate planner mentoring and buddy systems provided by the NZPI as well as NZPI Continuing Professional Development targeted at the full range of planning expertise.

4.10 CONSENT CONDITIONS

A common issue raised within our interviews and review of applications was the consistency and application of consent conditions. Like many councils, KDC processes consents that require the same or similar conditions to be imposed. In particular our research and analysis has identified the following:

- Conditions were not necessarily drafted to be clear, specific or enforceable, which is a legal requirement.
- There is a lack of input from the Compliance and Monitoring team in standardised or bespoke conditions to ensure that they are enforceable and able to be properly monitored.
- There is an opportunity to provide more consistent wording of conditions between consents.
- There is scope for greater discussion and justification of the conditions being applied on consents within decision reports.
- Some conditions were at risk of being ultra-vires.

4.11 TEMPLATES AND CHECKLISTS

KDC utilises a number of templates for reports, checklists and letters. We understand that report templates in particular were updated following the October 2018 amendments to the Resource Management Act (**RMA**). Our research and analysis have identified the following issues with KDC's current templates and checklists:

- There are opportunities for existing templates to be consistently used by in-house staff and consultant planners to create greater efficiencies.
- The structure and format (e.g. in Word) of the templates is inconsistent. This creates issues and inefficiencies for users especially when using number formats.
- The s95 (notification) report template does not include a description of the proposal or the subject site. This is provided in the s104 (substantive decision) report, and creates confusion for peer reviewers or Commissioners when reviewing and signing off consents.
- No specific report templates for certain types of applications (e.g. controlled activity report template vs a non-complying activity report template) are provided.

4.12 EFFICIENCY OF THE REVIEW PROCESS

For resource consents, KDC have a two-step process whereby a resource consent is first peer reviewed (e.g. by a senior planner or experienced consultant) and then reviewed and signed off again by somebody with delegated authority to make a decision on a resource consent (e.g. Team Leader, Planning Manager or Independent Commissioners).

Based on our extensive experience applying for and processing resource consents across the country, the “double review” process currently used by KDC is unique. In our experience, a typical resource consent would be written by a reporting planner and then reviewed and signed off by someone with delegated authority to do so, typically a Team Leader.

The issue with the “double review” process currently used by KDC, is that it creates time and cost inefficiencies. There is also conflicting feedback that can be provided from a peer reviewer compared to the person who finally signs off a decision. These findings are apparent from our own experiences processing and reviewing KDC consents and also from the Consent Audit.

We understand that this issue is arising due to the desire for staff to ensure high quality decision making and is also related to the quality of work being produced by some external consultants; and likely partially related to the existing vacant senior planner positions that would enable higher levels of mentoring and guidance of junior staff.

4.13 GOVERNANCE AND MANAGEMENT OF EXTERNAL ENQUIRIES ARISING THROUGH THE POLITICAL ARM

Councillors have an important role and function to play in directing the operation of a Council as elected members representing the community.

The management of political input into Council systems and the function that politicians fulfil in representing their community needs to be carefully managed. The lack of resourcing and under communication from the planners with customers is directly attributable to the number of issues being escalated by the community to politicians. There appears to be the need for improved guidelines or simple in-house training and protocols for staff and politicians regarding how political queries will be managed appropriately and effectively due to the pressures placed on staff responding to issues. In our experience, political involvement is not uncommon in local government organisations. However, this involvement needs to be clearly defined to avoid situations where politicians may be crossing over into planning functions which are bound by statutory requirements.

4.14 WORKLOADS AND WORK-LIFE BALANCE

It is evident that KDC is very busy and experiencing high workloads which is not unexpected given it is a Council experiencing high levels of growth; what is important is how workloads are managed and balanced. A significant theme running through every interview was the workload pressures staff are feeling and the need for work-life balance. The following key themes were identified:

- Workloads across the consenting and policy teams are high and unsustainable and staff are feeling pressured and under stress. This is affecting the level of job satisfaction and puts Council at risk of losing good staff.
- Staff are experiencing a poor work-life balance which has been the case for over 12 months. There is pressure being felt to do overtime including working late each day and over the weekends in some cases in order to try to keep on top of workloads, achieve statutory time frames and continue to improve on the quality of work outputs.
- There is a need for more resources to manage the high work volumes, staff changes and vacant positions until they are filled. In particular, it was noted that more senior staff are required.
- There is an opportunity to better distribute work associated with the resource consents sign off process by better utilisation of the available delegations. This will minimise bottlenecks of work.
- Managers are overworked and simply can't perform the tasks and functions that sit within their position. Often, this is a result of managers getting pulled

into work e.g. resource consent processing that they should ultimately not be doing. This is exacerbating the problems and meaning that workloads are not being managed effectively.

- Given the current workloads and staff vacancies, particularly at the senior level it is difficult for staff to be able to take leave and/or cover to be provided for staff. Staff reported feeling uncomfortable about taking leave given the higher workload volumes that they would return to.

4.15 KDC VALUES

We understand that recently KDC has implemented a values regime. Clear values have been developed in consultation with staff and are recorded and reflected around the organisation. The values are:

- Team work – Mahi Tahi
- Make it Happen – Mahia te mahi
- Integrity – Mana
- Trustworthy – Pono
- Respect – Whakaute

We understand an implementation process is in place and that ‘Values Champions’ have been selected within respective Council teams to encourage and impart the use of the core values. Staff reported this to be a positive process and were proud of the values identified.

- KDC staff are very positive about the new values.
- The KDC values are fundamental to getting things right within Council, however they are not being prioritised or being treated with the respect they deserve due to staff and workload pressures.

4.16 PROFESSIONAL DEVELOPMENT AND CAREER PROGRESSION

Professional development and career progression are important in all organisations for staff, particularly in ensuring staff satisfaction with their jobs and workplaces. It is evident that staff at KDC see career development as being important and directly contributing for some towards their overall job satisfaction. Positively, there was a sense from some staff that great efforts have been made recently in areas to provide career progression for staff, for example through the introduction of more senior positions for people to work towards and to provide a clear line of growth through the organisation. In addition, comments were made of supportive managers who are actively helping and supporting staff with getting opportunities to move towards area of interest and passion; this is extremely positive to retaining staff and helping

people progress. However, the following opportunities and issues around professional development and career progression were also noted:

- There is the opportunity to provide clear key performance indicators (**KPIs**) for staff. This will allow management to track staff performance and also set clear expectations for staff.
- Performance reviews are not being completed for staff and in some cases, no review of performance has been done for over 16 months. This is likely to be a direct result of the Council and staff being under pressure and having high work demands.

4.17 SECTION 88 CHECKS

Out of the 15 consents randomly selected, five were rejected, with a further two being accepted after initially being rejected. While it is difficult to confirm statistical trends based on such a small sample size of consents, the amount of section 88 rejections seemed relatively high. Our audit of the consents found the following:

- While some of the s88 rejections appeared to be justified and well-reasoned, some were not in our opinion, and could have been more appropriately addressed as a section 92 further information request or direct contact with the agent;
- There was an adverse reaction from agents to section 88 rejections particularly where they perceived that some of the matters could have been more appropriately addressed in a section 92 request or direct contact with the agent;
- While the Resource Consents Team Leader typically undertook section 88 checks, sometimes this was delegated to another member of staff member (e.g. Principal Planner or Planner) which lead to inconsistency in the detail, approach and
- We also identified one instance where the use, timing and communication of a s88 rejection was highly irregular poorly communicated and potentially procedurally incorrect.

The approach to returning applications is likely to be a consequence of high workloads being experienced by staff, whereby section 88 appears to be being utilised to clear and/or reduced work pressures.

4.18 FILE MANAGEMENT

While we generally observed a high standard of file management, we did notice some inefficiencies which would create issues for people reviewing files and signing off

decisions or follow up from compliance and monitoring. In particular the following was identified:

- There is a lack of consistency for filing standards between each consent, in particular between consents processed by in house staff compared to external consultants.
- Several of the files reviewed had informal hand written notes on formal documents (e.g. s92 responses).
- On some files, key information (such as responses to further information) appeared to be missing.

4.19 EXTERNAL STAKEHOLDERS

KDC has a wide and varying spectrum of independent consultants and companies who engage and work with Council on a daily basis in different ways e.g. consent lodgements, peer reviews of applications. Through discussions with a selection of stakeholders it was evident that external perspectives and/or experiences with Council are widely ranging. The following key external stakeholder findings were identified:

- KDC are similar to lots of other Councils. Stakeholders engage where the processes are perceived as too bureaucratic and time and cost expensive.
- Processing times for consents, particularly simple consents is too long.
- High numbers of consent applications are being returned as incomplete under s88 without appropriate justification and for reasons which could legitimately be dealt with under s92.
- Consistently non-RMA or non-relevant questions are being asked of applications which are outside of the scope of the consent process; there is a sense of confusion between compliance and the actual requirements of consents under the District Plan.
- Information being required for consent applications is not commensurate to the scale and nature of the application, resulting in high and unnecessary costs to applicants.
- Conflicting advice and interpretations of the District Plan is being received from KDC staff which was acknowledged to be a result of a lack of experience and knowledge of the staff as well the nature of the plan; decisions between the staff are inconsistent.
- Post approvals team are great to work with and provide a very efficient process.

- The consent planners can be difficult to contact with staff often not being responsive via emails or phone calls. Planning agents do not have DDIs for staff. While this was noted to be an issue, it was commonly identified that when you can speak with staff, they are helpful.
- KDC staff have a lack of trust in consultants and the decisions being made which is resulting in greater time delays and costs to applicants with late further information requests being made following a consultant having reach a decision.
- The need for some resource consents was questioned. This is related to the content of the Plan and there will be an opportunity to review how some matters are addressed when the Plan Review process occurs.

Two major themes arise from this feedback; one being the lack of District Plan clarity which is creating confusion and differing interpretations between external stakeholders and Council staff; the second being the lack of resources and time available for staff to respond to phone calls, emails and general requests from applicants. Therefore, there appears to be a significant opportunity to draft a clearer and concise District Plan and take the pressure off staff through greater resourcing, including the more effective use of consultants not just in the consenting space but in the Policy team.

5.0 RECOMMENDATIONS

The following section sets out our recommendations in relation to the findings stated previously. The recommendations are structured to reflect the themes identified in the findings above. **Appendix 7** contains a prioritisation of these recommendations along with where responsibility for the implementation of the recommendations would sit.

The recommendations have been made taking into account statutory requirements, organisational operations and the agreed proposal which stated that we would identify actions to start doing, stop doing and keep doing.

We have also set out where recommendations were identified in the previous audit report but are yet to be implemented where these are still applicable.

Priority recommendations are identified in the box below, with all other recommendations detailed in the sub sections below.

Technology

Upgrade the GIS system to align and integrate with new EPlan requirements.

Integrate technological systems across Council.

Provide reliable technology for Council asset management and engineering plan approvals.

Geographical Context

Hold regular whole department meetings in varying locations to share travel time and distances for staff.

Explore other software e.g. Microsoft Teams that enables clear multi office communication via video conferencing.

Managers and executive team rotate between all offices where their teams are based.

Efficient planning and organisation of site visits and field work across planning teams.

Consultants

Consolidate the consultant base, based on skills, experience and local knowledge.

Contractually bind consultants to delivering quality professional services in a timely and cost certain manner.

Ensure consultants are briefed and sent resource consents to process promptly (as a minimum within 5 working days of lodgement).

Allocate the management of consultants to other staff members e.g. technical support officers to reduce the workload of team leaders. Ensure clear lines of communication are established between Council staff and consultants.

Mentoring and Training

Support and encourage staff to utilise external NZPI mentoring opportunities.

Continue the identification of training programmes and courses for staff in the individual performance development plans.

Establish a buddy system for graduate and/or new planners starting at KDC to be partnered with more experienced staff members.

Communication and Customer Service

Implement standardised emails to inform customers that their communications have been received and state a clear and realistic timeframe for response.

Implement standardised hours in the day for staff to be available for customer queries with a rotating public duty planner to be available outside of these hours.

Create consistency in the tone and approach to managing customers to reflect that customers have been listened to, understood and that action will be taken, where appropriate.

Ensure information is communicated to customers in plain language avoiding unnecessary planning jargon.

Update KDCs website to better manage communications, specifically include FAQs and links to key statutory documents.

Workstream Prioritisation, Workloads and Work-Life Balance

Clarify essential and non-essential planning tasks based on statutory requirements to guide work prioritisation.

Undertake quarterly strategic forward planning sessions between executive team, managers and team leaders to project focus and allocate resources and timeframes.

Create a 'planning team' which combined the consenting and statutory planning functions together.

Give senior staff delegations to sign off on controlled and restricted discretionary consents.

Consent Conditions

Prepare standardised conditions for common conditions on resource consents.

Undertake an annual audit of the standardised conditions and update as necessary.

Compliance and Monitoring Team review draft bespoke conditions to ensure they are clear and enforceable.

Nominate a staff member to be responsible for and 'champion' consent conditions.

Templates and Checklist

Enforce the use of templates and checklists by staff and consultants.

Review, update, simplify and prepare templates and checklists.

Undertake an annual audit of the templates and checklists and update as necessary.

Nominate a staff member to be responsible for and 'champion' templates and checklists.

Distribute the delegations

Identify and deal quickly with low risk consents.

Governance and Management of External Enquiries

Ensure clarity with respect to the processes for political involvement in planning processes and the answering of enquiries.

Professional Development and Career Progression

Develop personalised KPIs for all staff.

Section 88

Use s88 and s92 as intended in the legislation.

Utilise s88(C) to better manage timeframes and applicants' expectations around timeframes and decisions.

5.1 ORGANISATIONAL STRUCTURE

The structure of an organisation is directly linked to its efficiency and effectiveness. As acknowledged in the findings, a large percentage of KDC sits under the responsibility of the Regulatory, Planning & Policy Manager. The best outcome for KDC is to ensure that staff resource and skills are evenly distributed.

We recommend that as a priority KDC should review its organisational structure, specifically across the core Council teams and explore opportunities to more evenly distribute responsibilities and staffing. A more balanced spread of staff across the executive team will enable for more efficient and effective management of workloads and staff and in particular will provide managers with the capacity, space and time to be good managers, fulfil the functions of their roles and provide the supported that is needed to the staff within the department. The efficiency and effectiveness of the consenting and policy teams could be significantly improved, if

the management of these teams was more focused with the manager being more accessible to staff and able to focus on the management role; this can be achieved if responsibility across the department more evenly balanced.

One recommendation to achieve a more efficient and effective structure as outlined in the workloads and work-life balance section below is to separate the current policy team by placing the statutory policy functions within the resource consent team to create a combined 'planning team' and the remaining non-statutory functions fulfilled by policy analysts being re-allocated to sit under the Governance, Strategy & Democracy team. This approach would assist with beginning to distribute workloads and staff for managers to be responsible for and free up the time of managers to focus on their roles and support staff and the delivery of the required planning functions.

5.2 TECHNOLOGY

As identified, reliable and well-functioning technology is vital for supporting the efficient and effective delivery of statutory functions. The 2017 Independent Review – Planning identified that GIS information is vital to timely and accurate reporting of resource consent applications, preparation of hearing reports and the formulation of professional opinions, as well as for monitoring the effectiveness of the District Plan and inform future plan reviews.

Interviews with staff consistently indicated that the GIS system in particular was not fit for purpose. With the number of consents being processed, the complexity of consents and the upcoming District Plan review, upgrading the GIS system is imperative across a wide range of Council functions, for example, asset management, accuracy of resource consent processing, hazard identification. Council faces increased liability and risks from having an unreliable and inaccurate system. Given the requirement for EPlans under the National Planning Standards, there is a timely opportunity to explore aligning and integrating new GIS software that will be compatible with EPlan and other technology (Autocad, Intramaps) utilised by council. A sophisticated GIS system can support hazard identification and modelling e.g. flooding, sea level rise, land instability which is fundamental to the upcoming District Plan review preparation and subsequent implementation. This combined with the high rate of growth across the District and the need to protect and manage council assets means the that the installation of a reliable and robust GIS system should not be delayed because of the potential risk and liability to Council.

We strongly recommend seeking professional advice and assessment of existing and required technological systems across Council to ensure that any upgrades are fit for purpose and provided in a financially and operationally efficient manner.

Upgrade GIS system which can align and integrate with new EPlan requirements.

Integrate technological systems across Council.

Provide reliable technology for Council asset management.

5.2 GEOGRAPHICAL CONTEXT

As acknowledged in the findings, the geographical context of Kaipara District creates challenges for staff because of the distribution of service centres and large distances required to be travelled between home and work, council service centres and for site visits. Whilst this is a factual situation, there are various ways of managing this limitation to ensure that outcomes are efficient as they can be and staff connected to the wider organisation.

Staff will feel more connected, if managers ensure that they distribute their time and resources equitably across the offices where their teams are based. In order to achieve this, we recommend continuation of the all staff meetings across the varying service centres in the District to share travel time and distances.

We also endorse the use of skype, which we understand is utilised by staff to minimise travel time and ensure meetings are efficient. This is a good approach to keeping staff connected with one and another despite the geographical distances. Skype type technology is being updated regularly and we recommend that Council stays abreast of these updates to ensure the best technology is utilised, for example Microsoft Teams can enable clear multi office communications at a higher quality and functionality than skype.

Given the geographical context of Kaipara, it is important to organise site visits and travel times in the most efficient way possible. This means, working across the organisation to reduce multiple site visit requirements where this can be carried out by one staff member for example, checking a resource consent condition about house colour can be undertaken and reported back by a building consent officer at CCC stage. The planning on site visits should be discussed and organised at weekly team meetings to determine how trips can be shared and identify opportunities for assisting others with site visit requirements. We would recommend that site visits where possible are consolidated to be carried out in a block in terms of time and location to ensure the greatest efficiencies in staff time and resources.

One benefit of the geographical separation of offices, is that there is planning staff located in both Dargaville and Mangawhai which provides an opportunity for across team collaboration to efficiently undertake site visits and field work, for example policy staff could undertake site visits for simple resource consents in the Dargaville and western areas and could process these consents if they have capacity or provide detailed field notes and photos to assist the processing planner.

Have regular whole department meetings in varying locations to share travel time and distances for staff.

Explore other software e.g. Microsoft Teams that enables clear multi office communication.

Managers and executive team rotate between all offices where their teams are based.

Efficient planning and organisation of site visits and field work across planning teams.

5.3 CONSULTANTS

As previously identified, KDC rely on a number of external consultants to support Council's planning functions and to meet statutory timeframes. Given the findings, we recommend that the number of different consultants used should be consolidated as far as practical. It is recommended that the consultants retained should have appropriate skills, capacity and experience to fill the gap that Council currently has with experienced senior staff, as well as having local knowledge and familiarity with Council's systems and processes. Local knowledge is critical to ensuring robust professional input and keeping costs at a minimum, noting that any person processing a resource consent has to undertake site visits; this will support robust quality decision making and outcomes for Kaipara District.

Consolidating the number of consultants will assist with reducing the associated administrative workload, building better relationships through providing a more guaranteed workload; reduce rework and save time as consultants will be more familiar with the Council systems, processes, and quality expectations.

When consultants are engaged, we recommend Council contractually bind them to delivering quality professional services in a timely and cost certain manner. This includes being able to meet statutory timeframes under the RMA and taking professional responsibility for providing Council with a quality report that requires minimum peer review to support an efficient process.

Given the amount of work and time required to manage consultants, we recommend that this work be redistributed from the team leader so that person can focus on managing the team to other staff members. For example, allocation of consents,

management of consultant timeframes and file management could be undertaken by technical support officers or a duty planner with peer review and sign off delegations remaining with the team leader to ensure consistency with resource consent decision making.

A further option is to provide resource consent applicants a choice as to whether or not their consent is processed by a consultant in order to ensure it is processed within statutory time frames. Council can reach agreements with applicants to extend time frames if both parties agree. Potentially consultants could be engaged at their standard chargeout rate, making Council processing work more attractive to consultants. This may create an issue with respect to the Fixed Charges; however, could be a service offered to applicant should they choose to take up on that service.

Consolidate consultant base based on skills, experience and local knowledge.

Contractually bind consultants to delivering quality professional services in a timely and cost certain manner.

Allocate the management of consultants to other staff members e.g. technical support officers to reduce the workload of team leaders.

5.4 MENTORING AND TRAINING

As noted in the 2017 review, mentoring is extremely important particularly when you have a large number of graduate and less experienced planning professionals. As acknowledged in the findings above, there is a lack of mentoring of junior staff which is directly attributable to the high workloads of senior staff and managers.

We note that most planning staff reported that they were members of NZPI. This organisation runs a mentoring program for planners and has a young planner's network who meet regularly and have a dedicated day at conferences to provide learning opportunities as well as having a structured format for continuing professional development to provide opportunities for planners at all levels to upskill. The mentoring is a free service of planners supporting planners for any member, whereas the continuing professional development courses are accessible to anyone at reduced cost for members of NZPI. We would highly recommend that planning staff be encouraged and provided the opportunity for external mentoring.

It is positive that KDC have clearly defined training programs set out in the individual performance development plans which identifies the courses and training staff are required to undertake. We recommend the continuation of this initiative.

We believe these initiatives can be further cemented by establishing a buddy system for graduate and/or new planners starting at KDC to be partnered with a more experienced staff member. For graduate and more junior planners, we recommend

that this person is a another more experienced planner within the organisation. We note that Council has recently engaged an external consultant to work in house 2 days a week to support the planning staff. This is a positive first step that KDC has taken to fill the identified gap, however in terms of organisational stability this ideally needs to evolve to be provided in house on a one-on-one basis. Benefits associated with this outcome include:

- Being a desirable organisation for planners to work for because there will be a structured and supported path for professional development.
- Staff will have greater professional ability and experience.
- Creates trusting relationships between staff where it safe and encouraged to learn, ask questions and seek clarification.

Given workload levels of managers, there will need to be a structure to support these recommendations being effectively implemented. For example, specifically allocated times such as at the start and end of each day for these discussions.

Support and encourage staff to utilise external NZPI mentoring opportunities.

Continue the identification of training programmes and courses for staff in the individual performance development plans.

Establish a buddy system for graduate and/or new planners starting at KDC to be partnered with more experienced staff members.

5.5 JOB SATISFACTION

As acknowledged, job satisfaction has typically been high, however has recently declined associated with high workloads. This will improve as a natural outcome of the implementation of the other recommendations in this report. For example, work stream prioritisation, technological advances, management of political interference and governance and improvement in the standardisation of consents processing templates and systems.

Based on staff interviews, we would anticipate KDC to see an improvement in staff morale and job satisfaction as these recommendations are implemented.

5.6 COMMUNICATION AND CUSTOMER SERVICE

A clear outcome of the findings is that there is an opportunity for improving the way planning staff communicates with customers and the public in general. We acknowledge that dealing with communications can be challenging when trying to manage high workloads. However, the way people are communicated with can either increase or decrease workloads and overall customer satisfaction.

Key recommendations to improve communications and customer service are as follows:

- Responsiveness – quick parts or standardised emails can be used to inform customers their communications have been received and state a clear and realistic timeframe for response. To achieve greater customer satisfaction, timeframes stated need to be accurate and delivered upon.
- Accessibility – staff working for local government organisations are public servants. Therefore, accessibility of customers to council staff members is important. We understand that automatic reply emails currently state that staff are unavailable via email or phone due to high workloads. A way this could be better managed is to have standardised hours in the day for staff to be available to answer public queries e.g. 9 – 11am and this should be made clear in voicemail messages, automatic email responses, at the customer help desk and on the Council website. Outside of these hours, we would recommend that a rotating roster is established for all planning staff to partake in, where they are available for responding to public enquiries. The role of the public duty planner is not to know all the answers but to listen, understand, which might mean asking questions and to work out who they need to talk to or what needs to be done to provide a response. As above, the timeframe for response needs to be clearly conveyed to the customer. There needs to be a system established for managing and following up on customer queries, this could be achieved by responding to customers by way of email to reflect what was discussed, what needs to be done and the timeframe in which it will be done. Emails can be categorised, prioritised and provide a written record for all including, those who come to the duty position as it rotates. External stakeholders consistently identified that having DDIs for planning staff would be beneficial. Our recommendation is that this would be a positive step but should be managed in terms of time availability as described above.
- Tone – tone directly affects the level of customer satisfaction is regardless of the message you are conveying. Communications should be reviewed across the organisation to create consistency in the tone and approach to managing customers. Communications should reflect that Council hears and understands customers, provides sound reasoning for decisions and is working with the community to achieve community aspirations.
- Plain language – Planning is a complicated and jargon filled profession. Care needs to be taken to convey planning concepts and outcomes in clear, plain language that is understandable to all. Careful consideration is needed to the way information and processes are explained so that messages are conveyed in a way that people understand what is required and why.

In addition to the above, we recommend that KDC would benefit from hiring a customer service consultant to prepare an in-house customer service training programme and manual specific to KDC. Ideally, this consultant would then train the appropriate staff in the Community Customer Service team who would then be responsible for providing the training to all existing and future staff members. Customer service training is an initiative which is used in many organisations where there is a daily interface with customers and is a useful tool for refreshing staff and ensuring they have the right tools to dealing with the public.

In interviews, staff identified some opportunities with KDCs website to better manage communications. Specifically, including easily accessible FAQs on commonly asked planning questions and links to key statutory documents as well as Council forms and lodgement fees will improve customer satisfaction and reduce non-essential calls to the call centre. We have reviewed KDCs website and there is an opportunity for fees, forms and planning documents to be more accessible and grouped together which will make it easier for the public to navigate and access the information they require on their own.

Implement standardised emails to inform customers that their communications have been received and state a clear and realistic timeframe for response.

Implement standardised hours in the day for staff to be available for customer queries with a rotating public duty planner to be available outside of these hours.

Create consistency in the tone and approach to managing customers to reflect that customers have been listened to, understood and that action will be taken.

Ensure information is communicated to customers in plain language avoiding unnecessary planning jargon.

Update KDCs website to better manage communications, specifically include FAQs and links to key statutory documents.

5.7 WORK STREAM PRIORITISATION, WORKLOADS AND WORK-LIFE BALANCE

The findings indicate that there is a high volume of planning tasks of a statutory and non-statutory nature being undertaken at KDC and it is acknowledged that there are currently a number of senior staff vacancies. Our recommendations are made with these factors in mind but we consider that they will assist in making necessary improvements in any event.

Clarity on essential and non-essential planning tasks as well as work stream prioritisation should be a priority for efficient management of staff resources. Clear identification of priorities and diligently focusing on priority work will ensure that

these tasks are completed in an efficient and timely manner. Given the upcoming District Plan review, prioritising of policy work and the distribution of resources across this work will be essential.

In prioritising work, we recommend that this needs to be clearly led by the executive team, managers and team leaders. There needs to be time invested and a strategic approach adopted to the identification of priorities. We recommend that strategic and forward planning sessions with the relevant managers occur on a quarterly basis with the intention to project forecast, map out resources and allocate timeframes. Priority needs to be given to statutory obligations e.g. District Plan review and spatial plans, ahead of other non-essential policy such as bylaws, community plans.

In the consenting arena, we recommend that senior and experienced staff ensure they are focusing on the complex applications that require greater professional input. Simple consents that clog up the system should be identified and templates and systems put in place to enable these consents to be efficiently and effectively processed by junior staff and/or consultants. This will both minimise workloads and reduce risk to Council and speed up consent processing timeframes.

We recommend delegations be reviewed to support a wider distribution of decision-making powers and general workload across staff as appropriate in terms of skill level. For example, senior planners should be given delegation to sign off controlled and restricted discretionary consents which commonly make up the bulk of consent applications which would result in a better distribution of workloads and reduce the current pressure off the team leader and managers.

The best outcome for KDC as an organisation is to ensure that staff resources and skills are allocated and distributed as evenly as possible across the organisation regardless of the team that staff sit within. There is an opportunity for skilled planning staff to operate across the consenting and statutory policy planning areas. This assist in managing workloads as well as upskilling staff and provides better outcomes with policy staff gaining a better understanding of how the policy being developed is implemented. In order to achieve this, we would recommend separating the current policy team by placing the statutory policy functions with resource consenting into a combined 'planning team' and the remaining non-statutory functions being allocated to sit more naturally within the Governance, Strategy & Democracy department. This approach would:

- Better re-allocate workloads and responsibility at the executive team level.
- Clearly define statutory and non-statutory planning functions, allowing for better focus and prioritisation of work amongst the appropriate staff.
- Enable better management and allocation of staff resourcing and skills across consenting and statutory policy with the functions being shared amongst planning staff as opposed to policy analysts.

- Upskill planning staff through exposure to different components of planning work and provide opportunities career progression and growth.
- Support morale and collegiality amongst planning staff.
- Focus and balance staff resources on a task specific basis.
- Result in better managed workloads, better job satisfaction amongst staff and ability for a better work life balance.

The comparison across other Councils indicates the KDC has lower staffing numbers across consenting and policy teams. As stated, there are currently 6 – 7 vacancies for planning positions. These additional staffing resources will significantly assist with reducing and being able to better manage workloads. It is acknowledged however that procuring appropriately skilled senior planning staff is extremely challenging across the country. We expect that this will continue to be an ongoing challenge for KDC, as it is for other organisations. The recommendations will assist in achieving improvements with or without the full complement of staff resources.

As acknowledged, staff are experience issues with work life balance currently. This is directly attributable to the current high work load and prioritisation of work. This will naturally improve as recommendations are implemented.

Clarify essential and non-essential planning tasks based on statutory requirements to guide work prioritisation.

Undertake quarterly strategic forward planning sessions between executive team, managers and team leaders to project focus and allocate resources and timeframes.

Create a 'planning team' which combined the consenting and statutory planning functions together.

Give senior staff delegations to sign off on controlled and restricted discretionary consents.

5.8 AFFILIATION WITH A PROFESSIONAL BODY

As outlined in the findings, it is important for planning staff to be affiliated with a professional body e.g. NZPI, RMLA due to the opportunities for networking, training and to access best practice guidance. KDC is currently encouraging, supporting and paying for planning staff to join a professional body which is a fantastic initiative from Council. We recommend that KDC should ensure it continues to offer this support and assistance to staff in joining a professional body.

5.9 CONSENT CONDITIONS

The findings indicated that there are issues with the conditions being placed on consent in terms of consistency and the application of the conditions.

Ensuring that conditions are clear, specific and enforceable given the legal requirements around this matter should be a priority for the consenting team. We recommend that a standardised condition template is prepared for common conditions that are regularly placed on consents. The preparation of this template should be led by the manager and team leader and ensure that Compliance and Monitoring and Infrastructure and Services are engaged in this process. The standardised conditions template would improve the consistency and quality of conditions being placed on consents which will have benefits in reducing staff time preparing conditions, improving the enforceability of conditions and therefore reducing issues for the Compliance and Monitoring team. We recommend that the preparation of the standardised condition templates is a priority for KDC and be completed before the end of 2019. This outcome was recommended in the 2017 audit and OPC provided a work in progress update of the KDC conditions with the view to workshopping a final set with Council staff. As far as we are aware the conditions template set was not completed, likely due to staff changes occurring around the time the draft set was provided.

There are many cases where bespoke conditions in addition to the standardised conditions are required to be placed on consents. Where bespoke conditions are being prepared by the consenting team, it is important that they are well justified, clear, specific and enforceable. We recommend that draft bespoke conditions should be reviewed by the Compliance and Monitoring team to ensure that they are enforceable and monitorable. This review should particularly be undertaken on complex, intricate and uncommon conditions.

Once the standardised condition template is prepared, we recommend that an annual audit of the template is undertaken. This review/audit process will ensure the conditions are regularly checked to ensure that are fit for purpose and updating as necessary based on new developments and best practice. This audit should take place at the start of each year e.g. January/February. We recommend nominating a staff member within the consent team to be the “champion” of consent conditions would be beneficial is ensuring improvements to the conditions are made. Ideally, the champion should be a senior planner with the appropriate skills and experience, who would be responsible for undertaking the yearly audit of standardised conditions and be the ‘go to person’ for all consent condition matters. This approach would also assist with creating a more balanced spread of work across the staff in the team.

Prepare standardised conditions for common conditions on resource consents.

Undertake an annual audit of the standardised conditions and update as necessary.

Compliance and Monitoring Team review draft bespoke conditions to ensure they are clear and enforceable.

Nominate a staff member to be responsible for and 'champion' consent conditions.

5.10 TEMPLATES, CHECKLISTS AND GUIDANCE NOTES

As the findings indicated, KDC has a number of templates for reports, checklists and letters. The report templates in particular were updated following the October 2018 amendments to the RMA. Where templates and checklists are in place, it is important that staff and consultants working for KDC are actively using these. Managers, team leaders and senior staff need to champion the use of templates and checklists. This will result in greater consistency and clarity of resource consent processing and decision making. Good clear templates can speed up all aspects of consents processing and assist in further improving time efficiencies.

In addition, checklists are an extremely useful guidance mechanism for junior staff to help guide and set out the processes that need to be followed and what matters need to be considered. The use of templates and checklists is imperative for education, consistency and minimising risk. We recommend continuation of the ongoing improvement in the use of checklists and templates with an immediate focus on ensuring all persons processing resource consents for KDC utilise the templates and checklists consistently.

This would be a relatively simple change for KDC to make which would reflect that positive steps are being taken which would hopefully be noticed by the staff and community in the short term. In addition, if delegations are fully utilised then risk in decision making for simple consents can be managed by providing clear check sheets for the decision-making process.

It is imperative to have the necessary templates and checklists in place to create the greatest efficiencies and result in high levels of consistency in terms of process, decisions and outputs for staff the and Kaipara community.

We have noted that there is an opportunity to further refine and simplify consents processing templates. Simplifying templates would save time processing and also reduced costs, especially for simple application.

Current check sheets, for example the site visit check sheet is more akin to a guidance note. Guidance notes are positive but we recommend that guidance notes be

provided in a staff process guidance manual and that check sheets be developed that enable checks through the process and for recording of findings as applicable.

We recommend that there is potential to create check sheets for decision making under delegated authority and for aspects of the planning process, such as site visits to guide new and junior staff. These can be supported by guidance notes if desired and / or necessary.

We recommend that the following new templates and guidance notes be prepared:

- Simplified reporting templates for specific activity statuses e.g. controlled, restricted discretionary, discretionary, non-complying with structured headings and accurate numbering. Auto populate of applicant details can be added by administration staff.
- Risk assessment Guidance Note to determine upon lodgement whether consents are low, medium or high risk. This should guide which planners are then allocated which consents to process and who will have the delegation authority to sign off the decision.
- Site assessment/visit checklists outlining what to consider and look at.
- Check sheets and flows charts for simple consent signs offs which will assist both the planners processing the application and the peer reviewer.

This should be a priority for KDC with time committed to making these changes before the end of 2019. This recommendation if implemented will set the consenting team up well for the start of next year and begin to create greater efficiencies for staff including speeding up the peer review process.

Similarly, to the consent conditions recommendations, we would recommend that once a comprehensive suite of templates and checklists are in place that an annual audit of these documents is undertaken, ideally at the start of each year e.g. January/February. A process of ongoing review will be important to ensuring the templates, guidance notes and checklists remain fit for purpose and are updated based on any legislative changes, new developments and best practice. To support this process, we would recommend that a staff member be nominated to “champion” templates and checklists. We suggest that this champion should either be a senior planner in the consenting team or a technical support officer with the appropriate skills and experience. This champion would take responsibility for undertaking the yearly review and update of the templates and checklists and would be the ‘go to person’ for this area. This approach would also be beneficial in creating a more balanced spread of work across the staff in the team.

Enforce the use of templates and checklists by staff and consultants.

Review, update, simplify and prepare templates and checklists.

Undertake an annual audit of the templates and checklists and update as necessary.

Nominate a staff member to be responsible for and 'champion' templates and checklists.

5.11 EFFICIENCY OF THE RESOURCE CONSENT REVIEW AND SIGN OFF PROCESS

As acknowledged in findings, KDC are currently utilising a “double review” process for resource consent decisions which is creating inefficiencies and causing unnecessary delays.

As stated in the recommendations above, greater efficiencies will be achieved through reviewing and dispersing delegation responsibilities as appropriate to skill levels of senior staff. Also as discussed, consultants should be required to produce high quality and consistent reports that enable sign off without multiple review and rework processes. These issues can be resolved by placing the responsibility for quality reporting and analysis with those undertaking this work, both in house and external consent processing staff. This includes file management and ensuring that when files are returned (both in house and external) for sign-off that all hard copy and electronic filing is in order and consistent with Councils protocols and systems. Clear and accurate file management is a requirement for local government and is crucial to review and post approval work. While it is clear that KDC has generally high standards for file management, there are some areas for improvement.

We note, that most consents have very little risk associated them e.g. yard infringements, earthworks, boundary adjustments and therefore do not warrant more than one review and sign off. To support and assist this process, we have recommended check sheets, guidance notes and flow charts for simple sign offs in the recommendations above. We recommend identification and classification at lodgement stage of low, medium and high-risk consents to guide the skill level of the planner and time required to be invested in assessing, processing and peer review of the application.

The “double review” process is directly contributing to the high workloads of staff and the delays in issuing resource consents. Placing responsibility on report writers for resolving issues and producing quality technically correct assessments and recommendations will minimise risk and reduce the time required to review and prepare decisions for sign off.

Distribute the delegations.

Identify and deal quickly with low risk consents.

5.12 GOVERNANCE AND MANAGEMENT OF EXTERNAL ENQUIRIES ARISING THROUGH THE POLITICAL ARM

The opportunity for political input in the planning process is at the policy development stage e.g. District Plan review, and plan changes; spatial plans and other non-statutory policy council produces.

Given the pressure staff are under and the high workloads, careful management of additional work is required. Political queries are an expected and normal part of the Council function. Staff input and responses need to managed carefully to ensure minimal distraction from core tasks and acknowledgment of the statutory functions of the consenting teams.

We have recommended greater inhouse knowledge and understanding of the processes for managing the interrelationship between staff and the political arm so that there is clarity and understanding of the processes and systems in place.

Politicians are part of the Council team and can be useful resources in sharing information to the public. However, political siding of one party against another in regulatory processes is difficult for staff to manage and distracting from processes to achieve quality and robust decision making and therefore should be filtered out and managed at an executive team level.

Provide a guideline or simple in-house training and protocols to staff regarding how political queries will be managed appropriately and effectively.

5.13 KDC VALUES

The implementation of collectively agreed values and the appointment of inhouse 'Values Champions' is a positive initiative that seems to be generally embraced by staff.

This is a relatively new initiative and we recommend maintaining and supporting the in house 'Values Champions' as this process is a positive one with respect to creating and managing long term positive organisational change.

5.14 PROFESSIONAL DEVELOPMENT AND CAREER PROGRESSION

As acknowledged in the findings, there has been a notable improvement in professional development and career progression opportunities for staff. This is a highly positive outcome to ensuring good staff are retained at KDC.

In continuing to make positive changes to professional development and career progression at KDC, we recommend that key performance indicators KPIs are developed and implemented for all staff. KPIs need to be prepared for all existing staff at KDC as well as any new staff in the future. The KPIs will fundamentally assist in allowing staff alongside team leaders and managers to evaluate performance, success and personal and/or professional growth. KPI's can be reflected and reviewed as part of the existing 6-monthly review process.

Performance reviews are an important tool for both the employer and employee which provides an opportunity to provide positive feedback as well as identifying areas for improvement. Given every employee's individual performance influences how the team and/or council is doing, it is important that time is dedicated by managers and team leaders to carrying out performance reviews. We recommend that the 6 monthly review system needs to be conducted for all staff and reported in a timely manner.

We would strongly recommend that KPIs are stated in the 6-monthly reviews and that these are implemented to continue to build on the great work and improvements KDC has started making in terms of professional development and career progression. If these recommendations are implemented, it is likely to also reflect positively on staff work prioritisation, performance and overall job satisfaction.

Develop personalised KPIs for all staff.

Continue with the 6 monthly reviews but ensure that these are completed for all staff.

5.15 SECTION 88 CHECKS

Section 88 is an important filter for resource consents when they first come into Council. A consistent, efficient and thorough section 88 process can save time and resources and ensure a smoother progression for consents through to a decision. Under s88 of the RMA there are limited reasons for why an application can be returned as incomplete which are where:

- It does not include information prescribed by regulations; or
- It does not include an assessment of an activities effects on the environment as required by schedule 4 of the RMA.

As acknowledged in the findings, a number of issues were identified with section 88 checks at KDC. Using s88 to return applications as incomplete when not directly in accordance with the bullet points above results in ill feeling with council customers, does not follow due legal process and potentially creates greater inefficiencies in the process. By not implementing the RMA correctly in the application of s88, is increasing risk of court challenge and negative Ministry for the Environment (MfE) review findings if they were to be audited.

We recommend that greater customer satisfaction, better time management of consent processing and workload management could be achieved by explaining to customers that their applications require further information under s92 and that rather than return the application, use the s92 provision in the way it was intended in the RMA to obtain the information required to make a decision and utilise s88(c) to reach agreements with applicants as to timeframes for the provision of further information in a way that enables management of workloads and expectations of the applicants in relation to timeframes for decisions. For example, clearly state that because further information was requested and Council has high workloads that a response and timeframes may not be able to be met as soon as information is returned to Council. This will assist in managing the expectations of applicants in a much more proactive way than currently occurring.

Use s88 and s92 as intended in the legislation.

Utilise s88(C) to better manage timeframes and applicants' expectations around timeframes and decisions.

6.0 CONCLUSION

Overall consistent with the 2017 Independent Planning Review, KDC has good, professional and committed staff employed in the Regulatory, Planning & Policy department who are passionate and hard-working. The all have a desire to work at KDC due to the positive impact and benefit they can have in their roles on Kaipara District.

The review has identified a number of findings, some of which demonstrate that KDC are taking positive steps to initiating improvement within the organisation and others identify key opportunities to address issues and/or continue to build on positive changes within KDC.

There is a strong and positive basis for some relatively simple, quick and cost-effective changes that will improve the quality and consistency of outputs from both the Policy and the Resource Consent teams. In addition, some of these changes will

hopefully result in noticeable changes from the customer and wider community perspective in the short term.

In addition, there are some key areas where recommendations have been made that will be more long-term changes where additional support, resourcing and internal organisational structural changes will be required to further secure quality outcomes, aid business resilience and support staff in terms of workloads and overall job satisfaction.

We have set out the recommendations with appointed prioritisation and implementation responsibility in **Appendix 7**.

Barker & Associates Ltd

Date: 31/07/2019

14 June 2019

Louise Miller – Chief Executive
Kaipara District Council

Via email: chiefexec@kaipara.govt.nz

Dear Louise,

RE: Detailed Proposal to Undertake an Independent Review of Kaipara Planning Functions

As discussed, the following sets out detail of how we propose to undertake an independent review of the Kaipara District Council planning functions.

I recommend that the methodology is similar to that undertaken for the 2016 review that resulted in the implementation of the 'Planning Improvement Project' (PIP). I have attached the previous process that was detailed and followed for comparison purposes.

For the sake of clarity, I confirm that the review will be undertaken in a truly independent manner. I act as an Independent Commissioner for Kaipara District Council and Barker and Associates provide independent planning advice and services to Council. Maintaining professional independence and integrity is key to this project and also ongoing work. The outcome of the review will be our professional views on what the Council planning team:

- Should stop doing
- Start doing; and
- Keep doing.

The overall aim is to identify how further improvements and efficiencies can be achieved to ensure that a quality, consistent and cost-effective planning service is provided that achieves the Council's statutory obligations in relation to resource consents processing, monitoring and district plan preparation.

The following process is suggested:

1. Review the organisational structure, specifically identifying changes that have occurred since the 2016 /17 review. Have these changes resulted in more optimal and / or positive outcomes?
2. Review and identify with consents team leader/s current templates for letters, reporting, conditions, staff disclosures for conflicts of interest; statement of skills and professional experience etc.
3. Systems review with resource consent and district plan / policy team leaders to identify the processes for identifying tasks and managing and monitoring time frames.



4. Review of contracts and procedures for external consultants contracted to provide planning services to Council.
5. Hold discussions with inhouse planning staff to hear their views on where improvements could be made and what those improvements should, in their view, be.
6. Select a representative sample of external stakeholders to interview. This should include professionals i.e. external consultants that prepare and lodge applications (recommend planners, surveyors and engineers); as well as lay persons who lodge applications; community groups working with Council in policy and consents areas; and contractors who implement consents and experience implementation and monitoring contact with Council.
7. An update report will be prepared identifying issues and options.

As with the previous project the review will be conducted with the view to ensuring that Kaipara District Council fulfils its statutory planning obligations to achieve the following:

- Quality planning outcomes for the District
- Efficiency of process in relation to costs and time frames
- There is a framework established for continuous improvement
- There is business resilience
- There is an efficient and effective organisational structure for the delivery of planning functions.

In relation to achieving the time frames to report to Council at the August Committee meeting I suggest the following:

Task	Date / Time	Who
Review organisational structure	26 June 2019	Meet with human resources staff or senior management to provide information
Templates review	26 June 2019	Consents TL – Nadia / Jess / Burnette
Systems review	26 June 2019	Consents TL – Nadia / Jess / Burnette and Policy Manager
External consultants review	26 June 2019	Consents TL – Nadia / Jess / Burnette
Identification of external stakeholders (Consultants, applicants, contractors)	26 June 2019	KDC Management / Burnette
Staff meetings	3 rd and 9 th July 2019	TBC
Meet and interview / obtain comments from external stakeholders	12 th July 2019	Burnette / David / Briar
Reporting	10 th – 26 th July	B&A team – Burnette O’Connor, David Badham and Briar Belgrave.

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We would intend to implement this review in the manner described; set out in the following table:

Task	Estimated Time & Associated Fee
Review organisational structure	2 hours
Templates review	6 hours
Systems review	8 hours
External consultants review	8 hours
Identification of external stakeholders (Consultants, applicants, contractors)	3 hours
Staff meetings	8 hours
Meet and interview / obtain comments from external stakeholders	8 hours
Reporting	20 - 25 hours
Present draft report to Council staff	5 hours
Attendance at Council meeting if required	4 hours
Total Estimated Fee Range (GST exclusive)	

We are passionate about this type of work and value the opportunity to work with Kaipara District Council to further better the delivery of planning functions.

Yours faithfully

Barker & Associates Limited

Burnette O'Connor

Senior Associate

Mob: 021 42 346

Email: burnetteo@barker.co.nz

Urban & Environmental

14 November 2016

Kaipara District Council
Private Bag 1001
Dargaville 0340

Attention: Graham Sibery – Chief Executive

Dear Graham,

RE: Proposal to Undertake Independent Review – Planning

Following our discussion on Friday 11 November this proposal addresses the steps, information requirements and an estimate of costs to undertake an independent review of the Planning area within Council.

Overview:

Kaipara District Council previously out sourced its primary planning functions to external consultants. This meant that all resource consent applications were processed externally and very little or no planning assistance was provided to customers at the front counter, via the phone or at pre-application meetings, nor was there any District Plan checks on building consent applications. Two years ago Council brought the resource consent processing functions in-house. Many positive changes have occurred in quick succession and Council now wishes to undertake a review of the business to:

- 1) Check that quality planning outcomes are being obtained;
- 2) Ensure consistency between internal and external processing planners;
- 3) Suggest further efficiencies including priorities for continuous improvement;
- 4) Confirm sufficient resilience is built into the system and resourcing;
- 5) Ascertain whether the current organisational structure is conducive to achieving efficient and quality outcomes; and
- 6) Provide a cost benefit analysis of suggested changes.



Critical to carrying out this review will be provision of information to ensure concerns and needs are clearly identified, in particular all areas of Council that deal with planning matters i.e. policy, district plan changes, resource consents, building, bylaws etc needs to be understood. In understanding the organisational structure the resources, skill levels, available expertise within Council and externally provided by consultants, will need to be detailed.

Process:

Information Gathering –

- Organisational structure information – diagrams; skills and experience availability both in house and external (as discussed above).
- Report templates, letter templates, staffing templates such as conflict of interest forms, any other forms or disclosures staff may be required to make with respect to their skills and experience; procedures and processes for LIMs and PIM's including examples of LIM and PIM reports.
- Information relating to in house processes for managing time frames, recording key information such as requests for further information and processes for starting and stopping the clock for statutory processing days shall be provided, and review processes including delegations and sign off authorities.
- Contracts for external staff and reporting and time frame management processes.
- A randomly selected sample of internal and external resource consent staff reports and delegated sign offs.
- Review any scheduled plan reviews or other upcoming planning related processes.
- Interview and hold discussion with in house staff in the resource consents; any relevant building consents staff i.e. those involved in planning checks and policy divisions. The purpose of holding discussions with both resource consents and policy staff is to identify areas where skills may be able to be transferred or utilised across departments within the organisation.

Review:

- Assess the above information in relation to the following:
 - **Quality Planning Outcomes**
 - **Efficiency of Process**
 - **Continuous Improvement**
 - **Business Resilience**
 - **Organisational Structure**



Identify Issues –

- Prepare an Issues Paper for discussion with senior Council staff (General Manager Planning & Regulatory and the CEO).

Identify Options –

- Prepare an Options paper identifying options for addressing any issues raised and identifying costs, benefits and risks associated with the options.
- The options shall include recommendations and the reasons for the recommendations.

Reporting:

A report shall be prepared detailing all of the above including process, the documents reviewed and any relevant background information or documents that need to be referenced.

All recommendations shall be provided in the context of the review headings detailed above.

The report shall include recommended priorities and detail other projects or areas of work that may not be immediate priorities but hold overall benefit. Council can then consider these additional areas for work and programme them according to resource and funding availability.

Delivery Time Frames:

- Information provision and staff interviews shall be completed by 2 December 2016.
- A draft report and recommendations for immediate priorities shall be completed and provided no later than 19th December 2016.
- Action points and any background documentation such as template examples shall be provided so that trial implementation can be undertaken during the statutory time frame shut down period from 20 December to 10 January should the Council wish to.
- Prior to finalisation of the report any action points or recommended changes implemented during the statutory time frame shut down shall be reviewed and outcomes shall be noted and included in the final report.
- Final Report to Council – 27 January 2017.

Costs:

- Stage 1 – Review
- Stage 2 - Analysis – Issues and Options Identification



- Stage 3 – Reporting
- Stage 4 – Finalisation of Report and Related Documents

Yours sincerely

Burnette Macnicol

Burnette Macnicol

Director / Planner

OPC Limited



INTERVIEW QUESTIONS

- Job satisfaction – do you have it? What could improve it?
- Identify any efficiencies you think could be made
- Identify faster ways your work could operate
- Resourcing – do you think you need more or less people? At what levels should these changes occur?
- Do you feel you have appropriate skills and training to do your job?
- Is mentoring available?
- Do you think you have too few or too many tasks in your current role?
- Does your job fulfil your career goals or aspirations?
- Are you a member of any professional institutes or organisations?

- Do you feel valued in your job?
- Do you feel you receive adequate support from senior and/or admin staff?
- Do you feel that there is longevity or a career path for you within the organisation/Council?

Draft



INDEPENDENT REVIEW REPORT

for Kaipara District Council



Planning Functions

January 2017



Creative Planning Solutions

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Appendices

- Appendix 1: Project Brief dated 14 November 2016**
- Appendix 2: Existing Organisational Structure Diagram**
- Appendix 3: Cost Benefit Analysis of Recommended Actions**
- Appendix 4: Report Template Examples**
- Appendix 5: Job Descriptions**



3. Project Brief and Methodology

3.1 Context for the Review

The Kaipara District Council previously outsourced its planning functions including resource consent processing and district plan review tasks.

The last district plan review was undertaken by Beca who were consultants to the Council at that time.

Most recently Cato Bolam consultants performed the resource consent processing functions on behalf of the Council.

Approximately 3 years ago the Council (run by appointed Commissioners) re-established these planning functions back into the organisation. This decision preceded a period when growth in the development sector has steadily continued and also the extent of development pressure from Auckland has extended further north.

A copy of the agreed project brief is included in Appendix 1 and contains the following key excerpts:

Overview:

Kaipara District Council previously out sourced its primary planning functions to external consultants. This meant that all resource consent applications were processed externally and very little or no planning assistance was provided to customers at the front counter, via the phone or at pre-application meetings, nor was there any District Plan checks on building consent applications. Two years ago Council brought the resource consent processing functions in-house. Many positive changes have occurred in quick succession and Council now wishes to undertake a review of the business to:

3.2 Project Brief

The scope of the project, as stated in the proposal is as follows:

- Check that quality planning outcomes are being obtained;
- Ensure consistency between internal and external processing planners;
- Suggest further efficiencies including priorities for continuous improvement;
- Confirm sufficient resilience is built into the system and resourcing;
- Ascertain whether the current organisational structure is conducive to achieving efficient and quality outcomes; and
- Provide a cost benefit analysis of suggested changes.

Critical to carrying out this review will be provision of information regarding workloads, job descriptions, organisational structure, policies, procedures and templates; to ensure concerns and needs are clearly identified, in particular all areas of Council that deal with planning matters i.e.



policy, district plan changes, resource consents, building, bylaws etc needs to be understood. In understanding the organisational structure the resources, skill levels, available expertise within Council and externally provided by consultants, will need to be detailed.

As agreed this report contains Issues and Options set out in Tables in Appendix 3.

The reporting will address issues and options and provide recommendations in the context of the following headings:

- **Quality Planning Outcomes**
- **Efficiency of Process**
- **Continuous Improvement**
- **Business Resilience**
- **Organisational Structure**

3.3 Methodology

To date the review has been informed by:

- A meeting with the resource consent team collectively; followed by individual meetings with staff in this team. These meetings were held in Mangawhai on 18th November 2016.
- A meeting with the policy team collectively; followed by individual meetings with staff in this team and the provision of some further email explanation from policy staff about their role. The meetings with the policy team were primarily held in Dargaville although the meeting with the Manager – Venessa Anich was conducted at Mangawhai. These meetings were held on 9 December 2016.
- A brief meeting with Peter Marshall – General Manager Human Resources was also conducted at the Dargaville office on 9 December 2016.
- Review of Council documents such as monthly reports prepared by the General Manager – Community and the General Manager Planning and Regulatory; job descriptions; letter templates and policy and procedures.
- I have also refreshed my knowledge of the Council GIS and website.



6. Recommendations

6.1 Key Findings

The following are the key findings from the Review:

1. The Council Planning teams are dealing with significant and consistent increases in workload.
2. The teams are relatively newly established and this combined with the growth being experienced has led to challenges in relation to how the teams are functioning and their ability to respond to the workload demands.
3. Staff have positive attitudes, are committed to working for Council and assisting the community in positive ways.
4. Staff members in each team have respect for the Community as well as the Planning and Regulatory General Managers.
5. Further experience in second and third tier positions is required to provide professional guidance and robustness in both the resource consents and policy planning teams.
6. There are some key areas where additional support is required to ensure appropriate quality levels are being achieved. These areas are:
 - a. Development Engineering and a set up that enables Development Engineers to be mobile because of the extensive land areas that they need to cover;
 - b. Skills and experience to be able to mentor staff and provide professional guidance in the Resource Consents and Policy Teams.
 - c. Administration support for each of the Policy and Resource Consents teams. The administration support roles could provide specialised planning administration; including organising hearings, sending decisions and consultation letters and ensuring reports to Council are finalised for agenda's in a timely manner; and also general administration support. Depending upon the skill level this support / resource could also process simple resource consents within a defined template e.g. vehicle access and driveways and earthworks consents.
 - d. Special projects and complex resource consent applications need specific resource - either additional / or reallocation of an existing resource - could be allocated to special projects such as the Mangawhai Town Plan and large scale and / or complex resource consents. This is to ensure knowledge on these larger projects is retained in house and also so that the simpler resource consents do not 'get bogged down' or delayed when complex applications are being processed.
7. There is scope for some systems and process improvements to secure greater quality and consistency in planning outcomes and also assist in managing workload pressure points. The use of templates, improved conditions and reallocation of simple resource consents are areas for consideration. In the Policy team a different approach to time management in terms of allocating set times for completion of key stages of plan



changes and plan review processes will enable key steps to be achieved more efficiently without interruption from smaller more immediate enquiries.

8. A clear and concise procedures manual for both the Resource Consents and Policy teams addressing their respective functions is likely to assist in achieving quality outcomes and ensuring that key guidance and information is equally available to all members of the teams.
9. A procedure including specified time frames for staff to escalate issues to senior management when issues arise with other staff and / or differences of professional opinion / conflicts of interest or planning process issues.
10. Improved GIS and other technological improvements such as time and project recording systems (Workflow Max or other suitable project management / time recording system for Policy projects and resource consents) will enable quality information to be readily obtained. This overall improves the quality of the planning outcomes and reduces risk from legal challenges and mistakes that could result in professional indemnity claims.
11. Opportunity to provide additional links to core information on the Council website regarding resource consent forms, fees and policy changes.

6.2 Conclusion and Recommendations

Overall there is strong and positive basis for some relatively simple and cost effective changes that will improve the quality and consistency of outputs from both the Policy and the Resource Consents teams.

In addition there are some key areas where additional support is required to further secure the quality outcomes and aid business resilience. A consistent issue expressed was the lack of access and availability of senior experienced staff above to provide professional guidance and mentoring. The General Managers are suitably experienced but their functions are broad higher level management and the focus would need to change to enable capacity for the hands on guidance that is required to properly mentor staff with less experience.

There is capacity to utilise external resources for mentoring and up skilling in specialised areas of planning and planning related disciplines however more senior core planning expertise is required in house if this can be achieved. Depending on the ability to secure these resources alternatives with respect to a reallocation of internal planning staff resource may be required i.e. more support for the GM Community so there is capacity to provide mentoring and experienced planning input to Policy projects. Likewise skilled administrative staff could alleviate some of the time / work pressure experienced by the GM Planning and Regulatory so that this person is able to assist in a more hands on role with providing mentoring and guidance in relation to complex resource consent and enforcement issues.



APPENDIX 3 – COST BENEFIT ANALYSIS OF RECOMMENDED ACTIONS

Senior Skills and Experience:

Options	Costs	Benefits	Conclusion
Utilise existing Management resources.	Capacity within the jobs these people already undertake. Confusion in terms of role, obligation and focus. Lack of direction.	In house resource so no costs or time delays procuring staff, training and achieving familiarity.	The range of options should be discussed.
Contract in external consultants to provide this resource.	Knowledge does not stay within the organisation. May not always be able to procure the required resource in a timely manner. Difficulties with ensuring that external consultants are familiar with the Council process, procedures and policies.	You only have the costs for the specific time and function that needs to be fulfilled.	The range of options should be discussed.
Employ additional suitably skilled senior staff.	Additional staff resources are a cost to the organisation. Management level staff are not usually cost recoverable to the same extent that resource consents processing staff are. Difficult for smaller Council's to procure senior staff, although Mangawhai is becoming a popular area to live and is increasingly close to Auckland.	Potential long term skill base for the organisation	The range of options should be discussed.



Additional Development Engineer Support:

Options	Costs	Benefits	Conclusion
Use in house engineering staff for additional work load support when required.	Existing in house engineering staff is focussed on the provision, operation and improvement of core Council infrastructure so careful consideration needs to be given to the capacity they have to assist.	In house resource so no costs or time delays procuring staff, training and achieving familiarity.	The range of options should be discussed.
Contract in external engineering support staff.	<p>Knowledge does not stay within the organisation.</p> <p>May not always be able to procure the required resource in a timely manner.</p> <p>Difficulties with ensuring that external consultants are familiar with the Council process, procedures and policies.</p>	You only have the costs for the specific time and function that needs to be fulfilled.	The range of options should be discussed.
Employ additional engineering skilled staff	<p>Additional staff resources are a cost to the organisation.</p> <p>Difficult for smaller Council's to procure staff.</p>	Potential long term skill base for the organisation	The range of options should be discussed.



Provision of Administrative Support:

Options	Costs	Benefits	Conclusion
Utilise existing in house resources	Analysis required as to the availability of Administration resources in house.	In house resource so no costs or time delays procuring staff, training and achieving familiarity.	The range of options should be discussed.
Contract in external consultants to provide this resource.	<p>Knowledge does not stay within the organisation.</p> <p>May not always be able to procure the required resource in a timely manner.</p> <p>Difficulties with ensuring that external consultants are familiar with the Council process, procedures and policies.</p>	You only have the costs for the specific time and function that needs to be fulfilled.	The range of options should be discussed.
Employ additional staff	Ongoing costs to the organisation of hiring staff.	Potential long term skill base for the organisation and Administration staff are often relatively easy to employ because there is a larger pool of resource and also it is a job that suits a wider variety of people.	The range of options should be discussed.



Resource Consent Processing Resource:

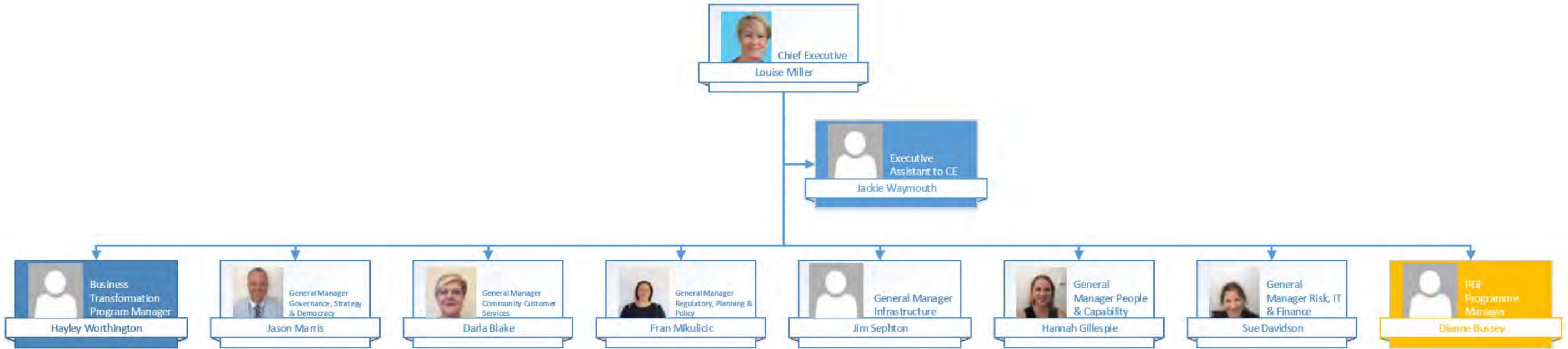
Options	Costs	Benefits	Conclusion
<p>Utilise existing resources and provide additional capacity through using other staff for simple applications, providing uninterrupted time for processing staff so that they have allocated time everyday and at certain times of the week to focus on assessment and reporting without interruption.</p>	<p>Less flexibility in day to day management of workloads if unexpected events occur and require attention.</p>	<p>In house resource so no costs or time delays procuring staff, training and achieving familiarity.</p> <p>Potentially provides a less stressful working environment for staff because the need for time to focus is acknowledged and provided so they are able to complete tasks more easily.</p> <p>Provides an opportunity for other staff to improve their skill set and expertise.</p> <p>Potential opportunity for existing staff to improve job satisfaction.</p>	<p>The range of options should be discussed.</p>
<p>Contract in external consultants to provide this resource</p>	<p>Lack of knowledge of Council policies and procedures.</p> <p>May not be aware of other decisions made and therefore there can be issues with consistency and professional interpretation.</p>	<p>You only have the costs for the specific time and function that needs to be fulfilled.</p>	<p>The range of options should be discussed.</p>
<p>Employ additional suitably skilled staff</p>	<p>Additional staff resources are a cost to the organisation.</p> <p>Difficult for smaller Council's to procure senior staff, although Mangawhai is becoming a popular area to live and is increasingly close to Auckland.</p>	<p>Potential long term skill base for the organisation</p>	<p>The range of options should be discussed.</p>



Technological Improvements:

Options	Costs	Benefits	Conclusion
Utilise existing system and rating database.	Out of date information and therefore increased organisational risk.	Less costly financially for the organisation.	This is not a viable option in the long term because of the risks associated with having to rely on out of date information and also the additional costs incurred through the time taken to obtain information without access to an up to date GIS system.
Work with other TA's to share GIS and other information resources	May not be able to design or utilise the system in the manner most preferred by KDC. Information maybe more generic or at a higher level so that it is relevant to other organisations e.g. at a regional rather than a local level.	Costs are shared and also ongoing development and improvements costs. Provides potential for a Northland region database and also provides potential for a consistent approach throughout the region.	Ongoing discussion required.
Budget to upgrade and provide a new system for KDC. There is likely to be able to be a staged approach adopted for improvements over a period of time.	The systems are expensive and may need to be budgeted over a number of years.	Long term improvements in the access to up to date information, the ability to map, report and analyse data to inform decision making.	Ongoing discussion required.





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INTERVIEW QUESTIONS

1. Job satisfaction – do you have it? What could improve it?
2. Identify any efficiencies you think could be made in your job / role / department.
3. Resourcing – do you think you need more or less people? At what levels should these changes occur?
4. Do you feel you have appropriate skills and training to do your job?
5. Do you think you have too few or too many tasks in your current role?
6. Are you a member of any professional institutes or organisations?
7. Do you feel valued in your job?
8. Do you feel you receive adequate support from senior and/or admin staff?
9. Do you feel that there is longevity or a career path for you within the organisation/Council?



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STAKEHOLDER QUESTIONS

1. Provide a brief explanation of your extent of interaction with the KDC resource consents processing team.
2. Briefly describe your overall satisfaction with KDC resource consents processing on a scale of 1 – 10 (1 poor 10 excellent) and why?
3. What has your experience been like working with KDC on resource consent applications?
 - a. Were Council responsive/good at communicating with you?
 - b. Were the staff helpful?
 - c. What is your opinion with respect to the quality of decisions etc. being made?
4. Identify any inefficiencies/issues you have experienced or noticed when dealing with KDC in relation to resource consent processing.
5. Identify any efficiencies or improvements you think could be made from an external perspective?

Application Details								Process							Conditions			Other		
Consent #	Consultant Planner	Land Use (LU), Subdivision (SD)	Proposal Description	Activity Status	Application date	Decision Date	Notification	s88	s92	s95	s104(1)(a)	s104(1)(b)	s104(1)(c)	Part 2	Clear	Specific	Enforceable	Section 37 / Discount	Notes	
	No	LU	Early Childcare centre - proposed landuse in breach of Earthworks, Setbacks and potentially other rules.	Unconfirmed	6/07/2018	N/A	N/A	Rejected	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Application rightly rejected pursuant to s88 in accordance with 4 Schedule of the RMA.
	No	LU	Proposed landuse in breach of earthworks 13.10.1a, permeable surfaces 13.10.12 & fire safety 13.10.26.	Restricted Discretionary	9/07/18	21/09/18	Non-notified	Accepted (initially rejected)	Yes	Yes	Yes	Yes	Yes	No	No - condition 13, no clear trigger	Yes	Yes	N/A	N/A	Informal hand written notes on file.
	Yes	LU	Proposed new dwelling infringing separation distance for noise sensitive activities, vehicle access and parking rules.	Restricted Discretionary	7/08/2018	10/09/2018	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A
	Yes	LU	Proposed landuse in breach of Firesafety 13.10.26, vehicle access and driveways 13.10.25 and 13.10.27 Parking.	Restricted Discretionary	14/08/18	14/10/18	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	No	No - condition 9 not clear as no trigger, and unknown what the relationship with the bullet points is.	Yes	No - see condition 9	N/A	N/A	Information missing on the file (s92 request).
	No	LU	Proposed landuse in breach of Earthworks 13.10.1 and other rules.	Unconfirmed	17/08/2018	N/A	N/A	Rejected	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Application rightly rejected pursuant to s88 in accordance with 4 Schedule of the RMA.
	Yes	Combined SD & LU	Proposed 5 lot subdivision of [redacted] and land use consent for other breaches.	Non-complying	6/11/18	27/02/19	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	No	No - consent no ice condition 8(i)(iv) "should be reviewed and considered"	Yes	No - see condition 8(i)(iv)	Discount - 7 working day discount.	N/A	N/A
	No	LU	Proposed outdoor swimming pool breaching Rule 12.10.8.	Restricted Discretionary	26/10/2018	21/11/2018	Non-notified	Accepted	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	Quick consent template.
	No	LU	Proposed relocation of pre-fabricated structures. Reasons for consent not clear.	Unconfirmed	7/11/2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Application withdrawn.
	Yes	SD	Proposed two lot subdivision of [redacted] under Environmental Benefit Rule.	Restricted Discretionary	5/12/2018	22/05/2019	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Discount - 11 working day discount.	N/A	Long back and forth re s92. Significant delay in consent being peer reviewed and then signed off.
	Yes	SD	Proposed boundary adjustment of two adjoining sites.	Controlled Activity	25/01/19	12/03/19	Non-notified	Accepted by Team Leader (1st Feb) then rejected by consultant (11 Feb), then rejection	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Discount - 9 working day discount.	N/A	s88 issues, s37 discount applied.
	Yes	LU	Proposed dwelling within 300m of buildings used for industrial or commercial activity.	Unconfirmed	1/03/2019	N/A	N/A	Rejected	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Application rightly rejected pursuant to s88 in accordance with 4 Schedule of the RMA.
	No	SD	Proposed boundary adjustment of [redacted]	Unconfirmed	6/03/2019	N/A	N/A	Rejected - outside of 10 working day process.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	s88 debatable, and timing / communication of this not in accordance with best practice.
	No	LU	Proposed landuse in breach of Permeable Surfaces Rule.	Restricted Discretionary	20/03/19	23/05/19	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	N/A
	No	LU	Proposed front yard setback in breach of rule 12.10.7.	Unconfirmed	16/04/2019	N/A	N/A	Rejected	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	s88 rejection - seems unnecessary given the nature of matters raised which could have been addressed in a s92.
	Yes	LU	Proposed new residential dwelling (earthworks, permeable surfaces and other rules).	Restricted Discretionary	23/04/19	31/05/19	Non-notified	Accepted	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	N/A

PRIORITISATION TABLE – AUDIT RECOMMENDATIONS – 2019

Recommendation	Priority / Urgency	Who to Implement
Technology:		
Upgrade the GIS system to align and integrate with new EPlan requirements.	1	IT Manager / IT Consultant
Integrate technological systems across Council.	1	IT Manager / IT Consultant
Provide reliable technology for Council asset management and engineering plan approvals.	1	IT Manager / IT Consultant
Consultants:		
Consolidate the consultant base, based on skills, experience and local knowledge.	1	Policy & Planning Manager
Contractually bind consultants to delivering quality professional services in a timely and cost certain manner.	1	Policy & Planning Manager
Ensure consultants are briefed and sent resource consents to process promptly (as a minimum within 5 working days of lodgment).	1	Planning Team Leader
Allocate the management of consultants to other staff members e.g. technical support officers to reduce the workload of team leaders	1	Policy & Planning Manager / Planning Team Leader
Ensure clear lines of communication are established between Council staff and consultants.	1	Planning Team Leader
Consent Conditions:		
Prepare standardised conditions for common conditions on resource consents.	1	Planning TL and potential use of Consultant to work with Consents team to deliver this improvement



Compliance and Monitoring Team review draft bespoke conditions to ensure they are clear and enforceable.	1	Planning TL and Monitoring and Compliance TL
Undertake an annual audit of the standardised conditions and update as necessary.	Ongoing	Planning Team Leader
Nominate a staff member to be responsible for and 'champion' consent conditions.	1	Planning Team Leader
Communication and Customer Service:		
Implement standardised emails to inform customers that their communications have been received and state a clear and realistic timeframe for response.	1	<i>Customer Services Manager – TBC</i>
Implement standardised hours in the day for staff to be available for customer queries with a rotating public duty planner to be available outside of these hours.	1	<i>Customer Services Manager – TBC & Planning & Policy Manager</i>
Create consistency in the tone and approach to managing customers to reflect that customers have been listened to, understood and that action will be taken, where appropriate.	1	<i>Customer Services Manager – TBC & Planning & Policy Manager</i>
Ensure information is communicated to customers in plain language avoiding unnecessary planning jargon.	1	Planning & Policy Manager and Planning TL
Update KDCs website to better manage communications, specifically include FAQs and links to key statutory documents.	4	<i>Customer Services Manager – TBC & IT Manager</i>
Templates, Guidance Notes and Checklists:		
Enforce the use of templates and checklists by staff and consultants.	1	Planning & Policy Manager
Review, update, simplify and prepare templates and checklists.	1	Planning TL and potential use of Consultant to work



		with Consents team to deliver this improvement
Undertake an annual audit of the templates and checklists and update as necessary.	Ongoing	Planning TL
Nominate a staff member to be responsible for and 'champion' templates and checklists.	1	Planning TL
Utilise the delegations effectively to more evenly distribute workload associated with review and sign off processes.	1	Planning TL
Identify and deal quickly with low risk consents using checklist suggested.	1	Planning TL
Use s88 and s92 as intended in the legislation.	1	All consents staff and consultants
Utilise s88C and 88E to better manage timeframes and applicants' expectations around timeframes and decisions.	1	All consents staff and consultants
Mentoring and Training:		
Support and encourage staff to utilise external NZPI mentoring opportunities.	2	Planning & Policy Manager and Planning TL
Continue the identification of training programmes and courses for staff in the individual performance development plans.	Ongoing	Ongoing as currently undertaken by Managers and TL's
Establish a buddy system for graduate and/or new planners starting at KDC to be partnered with more experienced staff members.	2	Planning & Policy Manager
Develop personalised KPIs for all staff.	3	<i>Quality Assurance Manager / Policy & Planning Manager</i>



Workstream Prioritisation, Workloads and Work-Life Balance:		
Clarify essential and non-essential planning tasks based on statutory requirements to guide work prioritisation.	1	Policy Manager / Planning TL and Policy & Planning Manager
Undertake quarterly strategic forward planning sessions between executive team, managers and team leaders to project focus and allocate resources and timeframes.	2	As stated.
Create a 'planning team' which combines the consenting and statutory planning functions together.	1	CE and Executive Team
Governance and Management of External Enquiries:		
Improve staff education and protocols around responding to enquiries.	3	CE and Executive Team
Geographical Context:		
Continue to hold regular whole department meetings in varying locations to share travel time and distances for staff and for managers to continue to remain conscious of distributing their time between offices where their staff are based.	Ongoing	As established
Explore other software e.g. Microsoft Teams that enables clear multi office communication via video conferencing.	4	IT Manager
Efficient planning and organisation of site visits and field work across planning teams.	ongoing	As established

Key: *Where a recommended staff member for implementation is stated in italics this means that there is recommended to be discussion to determine who is responsible and how resources are best allocated to achieve the stated tasks.*

Note: *The recommendations are interrelated and as recommended in the report we suggest reviewing improvements as changes are made to ensure the improvement process is efficient and achieving the desired outcomes.*



Budget carry-overs from 2018/2019

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Paul Cresswell, Financial and Corporate Planning Manager

Purpose/Ngā whāinga

This report details 2018/2019 projects and operational expenditure that remained incomplete at 30 June 2019 which are listed in **Attachment A**. The report sets out, for Council's consideration and approval, the associated budgets to be carried over to the 2019/2020 financial year to enable the projects to be completed.

Executive summary/Whakarāpopototanga

A number of 2018/2019 capital works projects were not completed at 30 June 2019. The projects have been assessed by activity managers as to the estimated cost to complete. The projects are listed in Attachment A and amount to a budgeted total of \$2,619,822 needing to be carried over from last financial year into 2019/2020. Where further budget has been provided in the 2019/2020 Annual Plan (AP), the carry-over amount has been added to the new funding to provide a total for that project.

Additionally, \$324,387 of 2018/2019 operational expenditure on the District Plan was not incurred in year but is required for 2019/2020.

To enable completion of the projects under Council's financial delegations policy, staff require Council approval to increase the 2019/2020 budgets by a total of \$2,944,209. Funding for the increased expenditure will be from the original sources which were not used in the previous year(s).

Recommendation/Ngā tūhunga

That Kaipara District Council:

- a) Approves the carrying over of financial budgets for the unfinished projects as set out in Attachment A to the "Budget carry-overs from 2018/2019" report, totalling \$2,619,822, and for the amounts to be added to the 2019/2020 Annual Plan project budgets to enable staff to complete the identified works.
- b) Approves the carrying over of operational project expenditure of \$324,387 for the District Plan and for the amounts to be added to the 2019/2020 Annual Plan project budgets to enable staff to complete the identified works.

Context/Horopaki

Council's latest AP sets out its programme and budgets for the 2019/2020 year. Due to the AP being prepared and adopted well before year end, the AP makes no financial provision for 2018/2019 works that remained incomplete at 30 June 2019 and which are now expected to be completed during 2019/2020.

Each year, officers identify the outstanding projects and estimate the cost to complete to enable financial provision to be carried over from the previous budgets and which are additional to the AP programme.

The Chief Executive has Council's delegated authority to financially commit to the AP programme for 2019/2020. As the estimated cost to complete previous works are in addition to the 2019/2020 programme, the Chief Executive requires Council approval for the AP budgets to be increased to cover the additional costs of work being carried over.

Discussion/Ngā kōrerorero

Carry-over capital work is in addition to the new year's programme. 2019/2020 has a full programme included in the AP totalling \$38,936,179. The projects submitted by activity managers to be carried over have been reviewed by the GM Infrastructure and GM Finance. The carry-over requests were considered and moderated in terms of community expectations and the activities ability to complete.

Where projects are managed as programmes, the estimate to complete has been set as the budget remaining from 2018/2019. Programmes are projects for which budget provision has been made but individual work packages were not identified when the budgets were prepared. Activities have the ability to separately identify, manage and report work packages as individual projects within programmes or to manage expenditure of multiple work packages within the programme allocation.

The development of the District Plan spans multiple years and the Policy team has advised that \$324,387 of operational expenditure budget needs to be carried over to 2019/2020. This amount has been rated for in previous years and does not affect rates going forward.

Options

Option 1: Council approves all the carry-over of budgets set out in Attachment A and \$324,387 for the District Plan which would enable the completion of projects remaining unfinished at 30 June 2019.

Option 2: Council selectively approves the carry-over of budgets from Attachment A and the District Plan to enable completion of the selected projects. Should Council select Option 2, due to works that have started and are continuing, it should be noted that associated expenditure may have already been committed after 30 June 2019. Any expenditure for carry-overs which is not approved will therefore be a charge against the 2019/2020 budgets. This may require a reduction in new works in order for staff to stay within Council's delegation.

Option 3: Council does not approve the carry-over of budgets listed in Attachment A or the District Plan. Should Council select Option 3, due to works that have started and are continuing, it should be noted that associated expenditure may have already been committed after 30 June 2019. Any expenditure in this regard will be a charge against the 2019/2020 budgets. This may require a reduction in new works in order for staff to stay within Council's delegation.

Option 1 is the recommended option.

Policy and planning implications

Council's delegations policy allows for the Chief Executive to commit to expenditure up to the budgeted amount included in each year's AP. Council's approval is therefore required to enable the Chief Executive to commit to further expenditure over and above that allowed in the AP.

Financial implications

Funding for the budgets that were attached to the carry-over projects remain unutilised in previous periods. The previously unutilised funding will be carried over together with the project expenditure budgets.

Risks and mitigations

- Council's 2019/2020 capital works programme is significantly committed totalling \$38,936,179. Completing the unfinished 2018/2019 works will add to this programme. There is risk that staff and/or contracting resource may be insufficient to achieve all 2019/2020 projects. The carry-overs listed in Attachment A have been moderated to include works of a continuing nature and those which have significant community expectations of completion in order to mitigate further non-completion risk. Improved financial reporting of projects is expected to assist staff in staying abreast of progress and provide the ability to signal works which may need to be reprioritised and others which may require further carry-over to 2020/2021.
- Programme budget carry-overs have been limited to unspent funding from 2018/2019 for which actual costs to complete are yet to be determined. For programmes which are yet to be completed and the carry-over budget is less than is required to complete, additional funding may be needed.

Options to secure additional funding include:

- Utilisation of 2019/2020 programme budgets,
- Additional funding request to Council.

Additional funding sourced from 2019/2020 programme budgets may require reprioritisation of the work programme proposed in Council's AP.

- Council's 2019/2020 District Plan costs have been budgeted at \$1.048 million. Completing the unfinished 2018/2019 work of \$324,387 will add to this programme. There is risk that staff and/or contracting resource may be insufficient to achieve all 2019/2020 projects.

Significance and engagement/Hirahira me ngā whakapāpā

The works to be carried over have been included in Council's previous Long Term Plan and APs and have therefore already been consulted on. On this basis, the decision to carry-over \$2.6 million of works does not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda on the website.

Next steps/E whaiake nei

Should Council approve the carrying over of the projects in Attachment A (in full or in part) and \$324,387 for the District Plan, Finance staff will update Council's budgets with the approved carry-over budgets. Activity managers will be informed of the approval thus enabling the project work to be scheduled alongside Council's 2019/2020 projects.

Attachments/Ngā tapiritanga

A	Budget carry-over requests from 2018/2019 to 2019/2020

Paul Cresswell, 05 August 2019

Kaipara District Council

Budget carry-over requests from 2018/2019 to 2019/2020

Attachment A

Project	Activity's notes	Amount to be carried over	New project total (for 2019/2020)
11024 Public Toilets - Mangawhai Heads Road	To complete project	45,300	145,300
11056 Baylys Beach boardwalk	TIF project to be completed	75,458	354,198
11153 Maungaturoto Toilet	TIF project to be completed	177,900	292,450
11154 Matakoho Toilet	TIF project to be completed	103,584	256,050
10704 Mangawhai Heads to Alamar Crescent Walkway	Ongoing project FC funded	43,830	93,830
11085 Mangawhai Coastal Tracks - links to existing network	Ongoing project FC funded	49,608	169,608
11105 Playground - new	c/o funds to this year to combine with this year's budget Lincoln Street, Mangawhai.	25,000	50,000
10705 Public Toilets - Lake Waikare	TIF project 2017 awarded. Iwi consulted.	19,985	19,985
11031 Digital transformation	Document filing system has now been awarded and work has commenced. This is a 2 year project. Desks and style of computers are starting to be streamlined so more seating positions can be utilised as a flexible hot desk seating.	231,554	901,554
11059 Pump Station 1 & 2 upgrade (Dargaville wastewater)	Construction Work well underway, however not complete.	151,886	151,886
10543 MCWWS Resource Consent Variation 2016/17 (Kaiwaka WWTP)	Ties in with the Mangawhai WWTP Upgrade.	40,800	80,800
12029 Treatment (Kaiwaka WWTP)	Work still to be completed.	88,400	338,400
11097 Treatment (Maungaturoto WWTP)	Work still to be completed.	10,000	173,959
10769 Upgrade PS-VA (Mangawhai WWTP)	Works have started but not yet completed due to sub-contractor delays.	150,000	250,000
11040 Upgrade WWTP (Mangawhai Village)	Due to Trility changeover and sourcing suppliers and contractors.	415,900	1,215,900
11072 Extend Irrigation System (Mangawhai)	Final site works and tree planting for environmental controls due to spray drift from irrigation.	66,110	66,110
10722 Hakaru Leachate Improvements	Testing new treatment waste system.	50,000	50,000
11150 Eveline Street (Stormwater)		100000	100000
11132 Pouto Road	Work in progress in July, the contractor could not provide the invoice on time for the claim.	180,000	180,000

Kaipara District Council

Budget carry-over requests from 2018/2019 to 2019/2020

Attachment A

Project	Activity's notes	Amount to be carried over	New project total (for 2019/2020)
10686 Pukehuia Road RP9650 Slip	Work still to be completed.	30,000	30,000
11144 Moir Street Shared Path	This project was designed and awarded last FY, Physical works could not commence due to further community consultation was required.	224,293	224,293
11155 V Category LED lights	The LED programme was always part of a 3 year programme to carry out the retrofit and new installation.	224,493	224,493
10770 Backwash Discharge Water Treatment Plant (Dargaville)	Work approved but not yet started.	96,000	96,000
10771 Backwash Discharge Water Treatment Plant (Maungaturoto)	Work started but will not be finished.	9,721	18,900
11042 Raw Watermain Renewal: Replace 200mm (Maungaturoto)	Work started but will not be finished.	10,000	360,000
	Total	2,619,822	

Reserve Contributions Allocation for the Reviewed Kaiwaka Township Improvement Plan

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Jenny Rooney, Community Funding Co-ordinator

Purpose/Ngā whāinga

To note the reviewed Kaiwaka Township Improvement Plan (KTIP) and approve project funding from the reserve contributions allocation for the Kaiwaka and surrounds catchment for two prioritised projects.

Executive summary/Whakarāpopototanga

Following engagement with the Kaiwaka community, the KTIP has been reviewed and updated and is being presented for information. The reviewed KTIP is available at **Attachment A**.

Allocation of reserve contributions funding of \$150,000 for the Kaiwaka catchment was signalled at the 02 May 2019 Council meeting, when the reserve contributions allocation was approved. At its 30 May 2019 Council meeting, a project was identified that could be funded by the Kaiwaka and surrounds catchment funding balance, subject to a future report. The allocation of \$150,000 was included in the 2019/2020 Annual Plan.

This report seeks approval to investigate and deliver two projects identified and prioritised by the community as part of the review of the KTIP from the Kaiwaka and catchments reserve fund balance.

Recommendation/Ngā tūhunga

That Kaipara District Council:

- a) Notes the reviewed Kaiwaka Township Improvement Plan available at Attachment A to the Community Funding Co-ordinator's report "Reserve Contributions Allocation for the Reviewed Kaiwaka Township Improvement Plan".
- b) Requests the Chief Executive investigate and deliver the identified projects below, using the \$150,000 funding allocation from the Kaiwaka and Surrounds catchment included in the 2019/2020 Annual Plan:
 - Installation of the Kaiwaka Sports Fitness Trail
 - Development of the Rangiora Road Reserve and Boat Ramp.
- c) Notes that remaining projects from the Kaiwaka Township Improvement Plan will be incorporated for decision-making into future Annual Plan and Long Term Plan processes.

Context/Horopaki

The KTIP was supported by Council in December 2016 with an overall vision for Kaiwaka, and a set of actions to address the concerns and feedback from the Kaiwaka community and Te Uri O Hau. This is available on the Kaipara District Council (KDC) website.

Following community engagement in March 2019 and a District Plan review meeting held in April 2019, the KTIP was reviewed and updated with new projects, as well as identifying community priorities. The Kaiwaka community confirmed the updated KTIP.

At the 02 May 2019 Council meeting, when the reserve contributions allocation was approved, it was signalled that \$150,000 would be made available from the balance of the Kaiwaka and Surrounds catchment and would be included in the 2019/2020 Annual Plan.

At the 30 May 2019 Council meeting, in response to a notice of motion, Council was advised that the sizeable balance (balance at 01 July 2019 was \$358,667) in the Kaiwaka and Surrounds catchment was an outlier and that staff would report back to Council on possible projects for funding following community engagement.

When the Annual Plan was adopted at the June 2019 Council meeting, funding of \$150,000 was made available for projects in Kaiwaka.

Discussion/Ngā kōrerorero

The community identified three projects as being priority in the review of the KTIP. These are listed below:

- Installation of the Kaiwaka Sports Fitness Trail
- Development of the Rangiora Road reserve and boat ramp
- A feasibility study for two pedestrian footbridges. This is already funded in the 2018/2028 Long Term Plan.

The two above projects not funded in the 2018/2028 Long Term Plan meet the criteria for the reserve contributions fund. Staff have confirmed that they can be absorbed within current work programmes.

Allocating these projects to available funding for the Kaiwaka and Surrounds catchment, will reduce applications to the Reserve Contributions Contestable Fund and make appropriate use of the sizeable funds available in that catchment area.

The normal process for a decision such as this is through community engagement feeding into an Annual Plan or Long Term Plan process. Due to the timing of the engagement with the community and the uncertainty around the allocation of the reserve contributions fund, the projects were not able to be included in the 2019/2020 Annual Plan, however, the funding amount of \$150,000 was. To avoid this again, future projects from the KTIP will be incorporated into Annual Plan or Long Term Plan processes.

Options

Option 1: Council approves the two projects, identified by the Kaiwaka community and included in the reviewed KTIP, to be investigated and delivered using the \$150,000 available funds from the Kaiwaka and surrounds catchment.

There is a significant balance in the Kaiwaka catchment and this would allow staff to work with the community and progress the two identified projects. This is the recommended option.

Option 2: Council does not approve the investigation and delivery of the identified projects. The organisations will apply to the Reserve Contributions Contestable Fund for consideration.

This would delay the start of the projects (if approved), and possibly reduce the amount of contestable funding available to other applications, if the applications are successful through the contestable funding round.

Policy and planning implications

The two projects are included in the KTIP and meet the criteria of the Reserve Contributions (use of) Policy.

Financial implications

The funding of \$150,000 has been included in the 2019/2020 Annual Plan, so there is no rating cost associated with this decision.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in council's Significance and Engagement Policy, and the public will be informed via agenda on the website.

Next steps/E whaiake nei

Staff will work with the Kaiwaka community groups and volunteers to implement the projects.

Attachments/Ngā tapiritanga

	Title
A	Kaiwaka Township Improvement Plan Review

Jenny Rooney, 15 August 2019

KAIWAKA TOWNSHIP IMPROVEMENT PLAN

2019 REVIEW

OVERVIEW

The Kaiwaka Township Improvement Plan was implemented in November 2016, the plan presents an overall long term vision for Kaiwaka, and a set of actions proposed to address the concerns and feedback collected from the Kaiwaka Community and Te Uri O Hau. The plan provided both initial short-medium term (1-5 years) and longer term (5 years+) actions, which support the delivery of the overall vision.

A Community Consultation meeting was held on the 18 March 2019 with the Kaiwaka Community and was attended by over 50 people from the Kaiwaka Community including representation from local Iwi Te Uri O Hau. The purpose of the meeting was:

- to review the Kaiwaka Township Improvement Plan to gain feedback from the community to prioritise the projects within the plan and identify any issues
- to ensure the community had the opportunity to put forward new ideas

The District Plan Review Community meeting was held in Kaiwaka on 8 April 2019 the feedback from the attendees supported the new project ideas identified at the Community meeting.

The information from both meetings has been collated and used to inform the Kaiwaka Township Improvement Plan Review 2019. The common themes have been added to the Plan and will be circulated to the Kaiwaka Community for confirmation. Following this the projects will be included in the reviewed Kaiwaka Township Improvement Plan, opportunities investigated to inform the Annual Plan and Long Term Plan processes.

Kaiwaka Township Improvement Plan Projects Still To Be Completed Or Investigated				
Short Term – Medium Term Actions (1-5 years, 2016-2021)				
No on Map	Action/Project	Responsibility	Timeframe	Update/Action
1a & 1b	"Welcome to" town gateway signage (community) at northern and southern ends of town	Kaiwaka Community	2019-2020	<ul style="list-style-type: none"> • KDC Community Development budget has set aside \$5,000 towards this project • The NZTA consent application needs to be submitted and the conditions met prior to sculptures being erected. • Te Uri O Hau to confirm to KDC they approve the sculpture design
3	Riverside walkway loop (alongside Mountain Creek and Kaiwaka River, connecting to main shops and Kauri Walkway)	KDC Parks & Reserves & Kaiwaka Community		<ul style="list-style-type: none"> • Investigate options
5j	New parallel link between Marshall Road and Kaiwaka- Mangawhai Road.	Option 1 - KDC – Parks & Reserves	2021-onwards	<ul style="list-style-type: none"> • Option 1 – New Footpath to be installed • Identified as a priority at Community & District Plan Meetings
13	Story boards displaying local history and culture	KDC, Te Uri O Hau & Kaiwaka Community	2019-2020	<ul style="list-style-type: none"> • Te Uri O Hau has identified the concept they want to erect
14	Rest Area Improvements in McLean Park	KDC, DOC, Te Uri O Hau & Kaiwaka Community		<ul style="list-style-type: none"> • Community consultation • Plan concept • Develop an MOU between KDC, DOC & NZTA

New Projects Identified At Community Consultation Meetings Held in March and April 2019		
Action/Project	Responsibility	To be Investigated
Installation of the Kaiwaka Sports Fitness Trail	KDC – Parks & Reserves & KSA	Option 1 – KSA to apply to the Reserve Contribution Contestable Fund Option 2 – KDC to include in the Kaiwaka Township Improvement Plan
Development of the Rangiora Rd Reserve & Boat Ramp - Point Curtis Boat Club	KDC – Parks & Reserves & Point Curtis Boat Club	Option 1 – Point Curtis Boating Club apply to the Reserve Contribution Contestable Fund Option 2 – KDC to consult with the community to have included in the Kaiwaka Township Improvement Plan
Two Pedestrian Footbridges - Oneriri Rd creek and Mountain Creek	KDC & NTA	To do a feasibility study and then business case if it is identified as a priority
Re-Development of McLean Park to include a wharf	KDC, DOC, NZTA	Investigate options
Development of Car Park Oneriri Rd intersection	NTA & NZTA	
Pathways from Oneriri Rd to Eutopia & under bridge to Mormor's cafe	KDC Parks & Reserves	
Weir Construction	Kaiwaka Community	Kaiwaka Community to discuss with NRC
Keep Streams Clean	Kaiwaka Community	Kaiwaka Community to discuss with NRC
Planting & tree removal –	Kaiwaka Community	Community organisations can
<ul style="list-style-type: none"> • Oneriri Rd intersection up to Eutopia car park • Eastern side of bridge by Mormor's Cafe 		<ul style="list-style-type: none"> • make an application to KDC Community Grants Fund for assistance • request support from NRC weed removal programme
Illumination under bridge	Kaiwaka Community	Community organisations can make an application to KDC Community Grants Fund for assistance
Potential Light Sculptures	Kaiwaka Community	Community organisations can make an application to KDC Community Grants Fund for assistance
Landscaping of picnic area by Mormor's Cafe	Kaiwaka Community	Community organisations can make an application to KDC Community Grants Fund for assistance

Northland Transport Alliance (NTA) and New Zealand Transport Agency (NZTA) Projects – Still To Be Completed					
No on Map	Action/Project	Responsibility	Timeframe	Action	2019 Update from NZTA/NTA
2a	Gateway threshold treatment at southern end of town (Red Zone)	NZTA	2016-2021		NZTA and NTA did not respond with an update
2b	Gateway threshold treatment at northern end of town (Red Zone)	NZTA	2016-2021		
4b	Install handrail on Mountain Creek Bridge connecting to underpass	NZTA	2016-2021		
5a	New footpath with planted verge outside the Kaiwaka Cheese Shop	NTA	2016-2021		
5c	New footpath along western side of Gibbons Road from start of the riverside walkway	NTA	2016-2021		
5e(part)	Widening of existing footpath on eastern side of SH1 between the shops and residential area	NTA	2021-onwards		
5g	Widening/realigning of footpath with planted verge along SH1 from Kaiwaka Mangawhai Rd to Mountain Creek Bridge	NTA	2021-onwards	<ul style="list-style-type: none"> Identified as a priority at Community & District Plan Meetings 	
5h	New footpath along the corner of Gibbons Road and Kaiwaka Mangawhai Road outside the Four Square	NTA	2021-onwards		
5i	New footpath with planted verge along western side of Sh1 from commercial area to Café Eutopia (inclusive of new footbridge across Kaiwaka River)	NTA	2021-onwards	<ul style="list-style-type: none"> Feasibility study and costings to be undertaken Identified as a priority at Community & District Plan Meetings 	
5j	New parallel link between Marshall Road and Kaiwaka- Mangawhai Road.	Option 2 - NTA	2021-onwards	<ul style="list-style-type: none"> Option 2 – NTA to investigate a road link Identified as a priority at Community & District Plan Meetings 	
6a	Pedestrian crossing on Kaiwaka Mangawhai Rd	NTA	2021-onwards		
6b	Pedestrian refuge on SH1 south of SH1/Kaiwaka-Mangawhai Rd intersection	NZTA	2021-onwards to align with KDC footpath improvements and median barrier		
6d	Pedestrian refuge on SH1 at southern end of the Kaiwaka Township (Hastie Lane)	NZTA	2016-2021		
7	Improved street amenity for main town – widened footpath and public space including signage and street planting. Realignment of kerb, reconfigured	KDC	2021-onwards Request funding in Council's Long Term Plan		
12	Realignment of Oneriri Rd intersection	NZTA	Engineer engaged on 16/17 financial year to assess and provide future options	<ul style="list-style-type: none"> Option 2 – NTA to investigate a road link Identified as a priority at Community & District Plan Meetings 	

Completed Projects					
No on Map	Action/Project	Responsibility	Timeframe	Funding	Update
4a	New underpass connection from north eastern end of Mountain Creek bridge connecting to the rest area on west	KDC	16/17 financial year	KDC contribution from Community Development Fund	Completed
5b	Improved footpath to Café Eutopia from Kaiwaka River Bridge underpass and riverside walkway	KDC	16/17 financial year	KDC contribution from Community Development Fund	Completed
5d	Install signage highlighting existing concrete footpath to school from Kaiwaka Mangawhai Road	KDC	16/17 financial year	KDC contribution from Community Development Fund	Completed
5e (part)	Planted verge along existing footpath on eastern side of SH1 from main shops to the start of residential area	KDC	Begin 16/17 financial year	KDC contribution from Community Development Fund	Completed
5f	New footpath with planted verge and street planning along western side of SH1 just north of the commercial area to connect up to pedestrian refuge	KDC/NZTA	2016-2017 to align with installation of pedestrian refuge (NTZA)	NZTA funded for new connecting footpath KDC contribution from Parks budget for street planting	Completed
6c	Pedestrian refuge/s on SH1 in proximity to commercial area (near Italian Bakery)	NZTA	16/17 financial year	Funded	Completed
8	Art Installation to screen water utility/improve underpass amenity	KDC/Café Eutopia & Kaiwaka Community	16/17 financial year	KDC contributed \$4,000 from Community Development Fund	Completed
9	Improved bus stops amenities	KDC	2016-2021	2016-2017	Completed
10	Street tree planting on road reserve along SH1 between commercial area and Oneriri Rd	KDC & Kaiwaka Community	Begin 16/17 financial year	KDC contribution from parks budget	Completed
11	"Your Speed" road safety feedback sign	NZTA	16/17 financial year	Funded – Installed October 2016	Completed
15	Re-aligning the slip lane access way at the Kaiwaka shop parking area to ensure that a vehicle approaches the exit at a 90 degree angle	NZTA	17/18 financial year	Funded	Completed

Elected Member Allowances and Recovery of Expenses Policy Update

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Jason Marris, General Manager Governance, Strategy and Democracy

Purpose/Ngā whāinga

To include a childcare allowance in the Elected Members Allowances and Recovery of Expenses Policy (the Policy).

Executive summary/Whakarāpopototanga

The Remuneration Authority (RA) has issued their Local Government Members (2019/20) Determination 2019 governing remuneration for elected members. Included in this determination are salary changes and mileage rate adjustments. The Policy does not need to be altered to reflect these changes. Also included in the determination is an optional allowance for the care of children under 14 years of age, which is capped at \$6,000 per annum per child and subject to certain conditions. Council is being asked to either include the allowance in the Policy, or not.

Recommendation/Ngā tūhonga

That Kaipara District Council:

- a) Includes the childcare allowance in the Kaipara District Council's Elected Members Allowances and Recovery of Expenses Policy in accordance with the Local Government Members (2019/20) Determination 2019.
- b) Delegates the Mayor and Chief Executive the authority to approve final wording in the Kaipara District Council's Elected Members Allowances and Recovery of Expenses Policy.

OR

- a) Does not include the childcare allowance provided by the Remuneration Authority's Local Government Members (2019/20) Determination 2019 in the Kaipara District Council's Elected Members Allowances and Recovery of Expenses Policy.

Context/Horopaki

The RA is responsible for setting the remuneration framework for local government elected members. Each year, the RA issues a determination updating this framework and its most recent determination was issued in late June 2019. It is available online at this link: <http://www.legislation.govt.nz/regulation/public/2019/0135/latest/LMS211368.html?src=qs>.

There are three changes in this determination:

1. Review of elected member salaries
2. Updated mileage rates
3. Option to include a childcare allowance.

Discussion/Ngā kōrerorero

1. Review of elected member salaries

In the last two years, the RA has reviewed elected member's salaries and changes are being made to the framework in stages. In the 2018/19 determination, councils were 'sized' to provide relativity between each other, based on a variety of factors such as population, growth etcetera. Changes were made to elected member salaries as part of that determination.

Stage two, effective from 01 July 2019, includes further change to Kaipara District Council (KDC) elected member salaries, shown in table One below. Payroll has applied these increases from 01 July 2019 and no change is required in the Policy.

Table One: Changes to elected member salaries from 01 July 2019

Position	Salary 2018/19	Salary 2019/20
Mayor	\$100,857	\$106,905
Deputy Mayor	\$58,938	\$63,252
Governance committee chairs and Regional Land Transport committee appointee	\$35,363	\$37,951
Sport Northland representative	\$32,762	\$35,160
Councillor	\$29,470	31,627

Stage three, effective from after the election, moves councils to a remuneration pool approach. Each council will be allocated a pool from which to determine the remuneration for each role, utilising the whole pool. The role of the Mayor is excluded from this approach, and will continue to be set by the RA.

2. Mileage

In line with the mileage rates used by the Inland Revenue Department (IRD), the RA has increased the payable mileage rates as shown in Table Two. No change is required in the Policy as the policy links to the rates in the determination.

Table Two: Changes to mileage from 01 July 2019

Vehicle	Mileage 2018/19	Mileage 2019/20
Petrol or diesel vehicle	76 cents per kilometre (up to 14,000 kms)	79 cents per kilometre (up to 14,000 kms)
	26 cents per kilometre (after 14,000 kms)	30 cents per kilometre (after 14,000 kms)
Petrol hybrid vehicle	76 cents per kilometre (up to 14,000 kms)	79 cents per kilometre (up to 14,000 kms)
	18 cents per kilometre (after 14,000 kms)	19 cents per kilometre (after 14,000 kms)
Electric vehicle	76 cents per kilometre (up to 14,000 kms)	79 cents per kilometre (up to 14,000 kms)
	9 cents per kilometre (after 14,000 kms)	9 cents per kilometre (after 14,000 kms)

3. Childcare allowance

The RA has provided the option for councils to include a childcare allowance, for members who have responsibility for the care of children under the age of 14 years. It is a contribution towards expenses incurred for the provision of childcare while engaged in local authority business. It is capped at \$6,000 per annum, per child and subject to certain conditions.

The wording in the determination is shown at Figure One, below.

Figure One: Childcare allowance from the 2019/20 determination

14 Childcare allowance

- (1) A local authority may pay a childcare allowance, in accordance with subclauses (2) and (3), to an eligible member as a contribution towards expenses incurred by the member for childcare provided while the member is engaged on local authority business.
- (2) A member is eligible to be paid a childcare allowance in respect of childcare provided for a child only if—
 - (a) the member is a parent or guardian of the child, or is a person who usually has responsibility for the day-to-day care of the child (other than on a temporary basis); and
 - (b) the child is aged under 14 years of age; and
 - (c) the childcare is provided by a person who—
 - (i) is not a family member of the member; and
 - (ii) does not ordinarily reside with the member; and
 - (d) the member provides evidence satisfactory to the local authority of the amount paid for childcare.
- (3) A local authority must not pay childcare allowances to a member that total more than \$6,000 per annum, per child.
- (4) In this regulation, **family member of the member** means—
 - (a) a spouse, civil union partner, or de facto partner;
 - (b) a relative, that is, another person connected with the member within 2 degrees of a relationship, whether by blood relationship or by adoption.

Including the allowance in the Policy is at Council's discretion. If approved, the Policy will be updated to include the allowance, effective from 01 July 2019.

Options

1 Include the childcare allowance in the Policy.

The advantages and disadvantages are highlighted in Table Three below.

Table Three: Advantages/disadvantages of including childcare allowance in the Policy

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Provides support for current elected members ▪ Reduces the barriers to enter elected roles in local government ▪ Public understanding 	<ul style="list-style-type: none"> ▪ Costs have not been included in current budgets, so will need to be absorbed. ▪ Public understanding

2 Not include the childcare allowance in the Policy.

If this option is selected, the current Policy will remain unchanged.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

Next steps/E whaiake nei

If approved, the Policy will be updated to include the childcare allowance.

Jason Marris, 05 August 2019

Raupo Drainage Committee elections 2019

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Lisa Hong, Governance Advisor

Purpose/Ngā whāinga

To appoint ratepayer representatives on the Raupo Drainage Committee for the 2019/2021 triennium.

Executive summary/Whakarāpopototanga

Council is required to confirm membership (minimum of four members) of the Raupo Drainage Committee prior to the local government elections each triennium. After an advertised nomination process, six nominations were received. The current membership is six and historically council has confirmed around this number on the Committee. Council can decide to keep the membership to a minimum of four and hold an election for those positions, or can simply appoint all six candidates. This report recommends that all six candidates be appointed to the Committee. Any elected member representation on the Committee may be appointed by the Mayor after the local government elections.

Recommendation/Ngā tūtohunga

That Kaipara District Council:

- a) Appoints Ian Beattie, Greg Gent, David Hart, Grace Le Gros, Brian Madsen and Ross McKinley as the ratepayer representatives on the Raupo Drainage Committee for the 2019/2021 triennium.

Context/Horopaki

The Raupo Drainage Committee is a statutory committee that must be maintained in accordance with the Local Government (Northland Region) Reorganisation Order 1989, comprising '*not less than four persons who are ratepayers in respect of the Raupo Drainage District.*'

Council chose to hold elections for these ratepayer representatives since 1989, when the Committee was established. The current set of election rules can be found in the 'Raupo Drainage Committee – Triennial Election Rules' which was adopted in February 2016. Council is required to appoint members to the Raupo Drainage Committee prior to the new term of council.

In accordance to the Election Rules, the tentative polling date was set at 07 September 2019 and nominations for the 2019/2021 term were called for in July 2019 in order to meet the election timeframe if required. The call for nominations was advertised in the local newspaper (Kaipara Lifestyler) and on the council website, and nomination forms were sent to all 485 Raupo Drainage Targeted Rate ratepayers.

The nominations closed on Friday 09 August 2019, with six nominations received (in alphabetical order):

- 1) Ian Beattie
- 2) Greg Gent

- 3) David Hart
- 4) Grace Le Gros
- 5) Brian Madsen
- 6) Ross McKinley.

Discussion/Ngā kōrerorero

Nominations

After the nominations closed, the candidates and nominators were checked against the current Raupo Drainage Targeted Rate database. It was identified then that one of the nominators was not a current ratepayer, and the candidate was asked to provide a second nominator. Staff consider this an appropriate next step as the nomination form was provided well-within the time frame (received 17 July 2019), but the database was not checked at that time.

Number of vacancies

Raupo Drainage Committee Election Rules states that:

'9 If there are more nominations than vacancies then a ballot will be held.

10 If there are less nominations than vacancies, those nominated will be deemed elected and Council reserves the right to appoint further people to the Committee.'

Neither the Election Rules nor the statute specify the maximum number of vacancies. This allows council to decide to hold an election or appoint all candidates if more than four nominations are received.

Previous council decisions from the last few terms are summarised below:

2004	Seven nominations received. Elections held for five ratepayer representatives.
2007	Seven nominations received. Council decided to increase membership rather than hold an election.
2010	Six committee members from the previous term were nominated. Council decided to increase membership rather than hold an election.
2013	No nominations received. Committee members from the previous term agreed to stay on at council's request.
2016	Six nominations received. Commissioners decided to add a member rather than hold an election. The current membership is six.

Council representative/s will be appointed by the incoming Mayor after the 2019 local authority triennial elections.

Options

Council has three options:

Option 1: To appoint all six nominees. This follows council practise in the past and will reduce additional costs to the ratepayer. Option 1 is the recommended approach.

Option 2: To hold elections for four or more ratepayer representatives. Council can specify the number of vacancies.

Option 3: Do nothing. If council chooses not to make a decision, staff will proceed with the election with four vacancies as prescribed in the legislation. This option is not recommended to avoid doubt and to maintain good relationship with the community.

Financial implications

The cost to seek nominations from ratepayers has been \$800 to date for a mailout to drainage ratepayers, plus staff time. The remaining cost to hold a full Raupo Drainage

Committee election would be a further \$800 plus additional staff time. The cost is for New Zealand Post's processing and postage charges and falls within current budgets.

Risks and mitigations

The purpose of an elected committee is to provide democratic representation. The call for nominations was robust with the nomination period publicly advertised and all Raupo Drainage Targeted Rate ratepayers directly notified. There is also well-established precedence of six ratepayer representatives on the Committee.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in council's Significance and Engagement Policy. Raupo Drainage Targeted Rate ratepayers will be informed by a public notice in the local newspaper and the council website. If council chooses to hold an election, a second direct mail campaign will also take place with a ballot for each ratepayer.

Next steps/E whaiake nei

The candidates will be informed of the decision, and staff will implement council's decision.

Lisa Hong, 12 August 2019

5 Information

Growth considerations and financial implications

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Hannah Gillespie, General Manager People and Capability
Sue Davidson, General Manager Risk, IT and Finance

Purpose/Ngā whāinga

An information paper on Council's need for additional full time (FTE) staff due to growth considerations.

Executive summary/Whakarāpopototanga

Kaipara District Council faces increased resourcing pressures to unprecedented and unplanned district growth. Officers to date have brought to Council papers outlining additional headcount costs where appropriate (forecast reporting).

It is now becoming more evident where Council needs additional headcount now and into the future.

Officers are outlining below what growth pressures we currently have, and the extra headcount required now.

Recommendation/Ngā tūtohunga

That Kaipara District Council:

- a) Notes that the Chief Executive will recruit additional 7.5 Full Time Equivalent roles to address immediate need.
- b) Notes that there will be no additional financial implications, and that these roles will be self-funded or funded by additional income.

Context/Horopaki

Kaipara District is at present the fastest growing rural North Island district. This is positive as there are many districts with low or no growth. This growth brings pressure on our internal capacity to deliver.

Our full-time equivalent staff (FTE) is made up of permanent full-time, fixed term and part-time employees. We have the ability to supplement work demands by casuals in certain areas, which we are currently doing. At present we have 149.7 approved FTE (including active and vacant positions) as reported in the June 2019 Chief Executive's Report.

One of the issues has been the ability to recruit suitably qualified staff into specialist roles. Because of this difficulty, fixed term staff are used until Council can establish what the actual need is. Fluctuating work pressures has seen this requirement increase.

Growth reporting and approval to date

Council has been informed through the forecast reporting of fourteen (14) additional FTE. There has also been an increase in fixed term positions with the Kaipara Kickstart Projects funded by PGF funds.

Forecast 1 – 2018/2019

At the Council briefing on Forecast 1 year 2018/2019, staff reported on the exponential increase in levels of planning and building consents and the need to meet statutory requirements in this area of the business. Additional funding of \$851,000 (equating to 10 additional staff) was set aside for the planning team from within current budgets. Some of this cost was offset by resource consent income.

Roles approved were:

1. Major Projects Leader (1FTE)
2. Team Leader Subdivision and Support (1FTE)
3. Policy Planner (1FTE)
4. Policy Planner (1FTE)
5. Principal Planner (1FTE)
6. Intermediate Planner (1FTE)
7. Development Engineer (1FTE)
8. Technical Support Officer (1FTE)
9. Duty Planner (1FTE)
10. Quality Assurance Manager (1FTE)

Forecast 2 – 2018/2019

At the briefing for Forecast 2 2018/2019, staff reported four (4) additional permanent FTE costing \$250,000. These roles were:

1. Rates Officer (1 FTE)
2. Business Excellence Manager (1 FTE)
3. IT Cadet (1 FTE)
4. Governance Advisor (1 FTE).

Kaipara Kickstart (PGF)

Kaipara Kickstart Project (PGF funded) was awarded. As part of the delivery programme, staff were budgeted in the project costs.

1. Fixed term Project Manager (18 months – PGF grant)
2. Fixed term Project Co-ordinator (18 months – PGF grant)
3. Fixed term Communications and Engagement Manager (18 month – PGF grant)

Further addition

There has also been one additional Capital Projects Engineer funded through CAPEX to help with capital works projects in Infrastructure (Parks and 3 waters).

All of the additional positions (except the Capital Projects Engineer) were included in the 2019/2020 Annual Plan, adopted in June 2019.

What has changed since, and where is Kaipara District headed?

Council has decided to bring animal management in-house. This means an additional three (3) FTE (4 headcount). Salaries will be predominantly offset by bringing this contract in-house.

Kaipara will continue to have these pressures, with the continued growth on our district. It is important to see relativities against similar councils.

How do we compare with other councils of a similar size?

Figure 1 – per council analysis

Territorial Authority	2017 Resource Consents	2018 Population 000	2018 Capex \$000	2018 Rates \$000	2018 Staff numbers
Hauraki	152	19950	10088	28318	162
Central Otago	509	21000	16718	28300	218
Waitaki	158	22300	18658	30779	139
Kaipara	355	23200	18112	33394	121
South Waikato	65	24400	11049	24659	142
Masterton	117	25700	9326	27744	126
South Taranaki	100	28300	21400	40079	226
Thames Coromandel	272	29700	29758	62786	219
Horowhenua	184	33000	23420	36381	227
Far North	549	64400	44896	79465	353
<i>Kaipara 19/20</i>	<i>??</i>	<i>23200</i>	<i>38900</i>	<i>36884</i>	<i>150</i>

Figure 1 was presented at a previous Annual Plan briefing, showing Kaipara's headcount is significantly below the headcount (number of staff) of other councils of a similar size.

Kaipara's need to increase staff headcount to date has been a result of:

- Compliance with health and safety legislation
- Compliance with new legislation relating to food and health
- Recognising our desire to build partnerships with iwi
- Resource consent growth
- Building consent growth
- Capital expenditure programme growth
- Implementation of an IT transformation programme to better enable our customers and staff
- Increase in frontline services and district needs has a flow-on impact to corporate service support staff including IT, HR and finance
- Success in being awarded PGF funding which now requires appropriate management
- A community team and communications team to better communicate with our communities, keeping them informed
- Focus on working through the District Plan Review process to get a total outcome rather than a rolling review
- Increase in democratic support after moving from Commissioners to elected members
- Bringing the Animal Management function in-house
- Focus on reducing waste and making changes to our solid waste operations.

The above can be demonstrated below in **figures 2, 3 and 4**. It is a significant time for Kaipara, and we have had a surge in growth over recent years.

Figure 2 – Capital works expenditure – Kaipara District Council

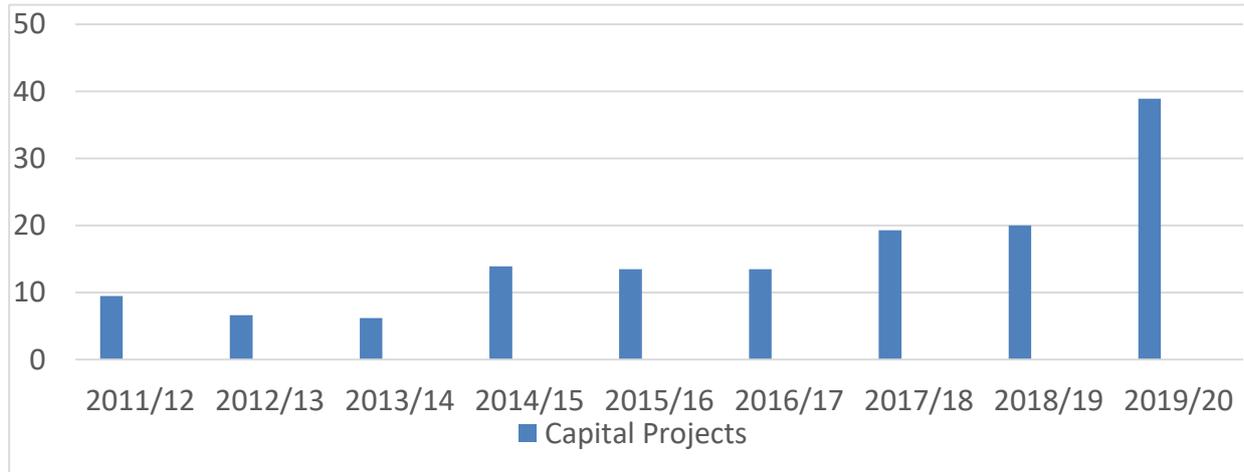


Figure 3 – Resource consents and subdivisions – Kaipara District Council

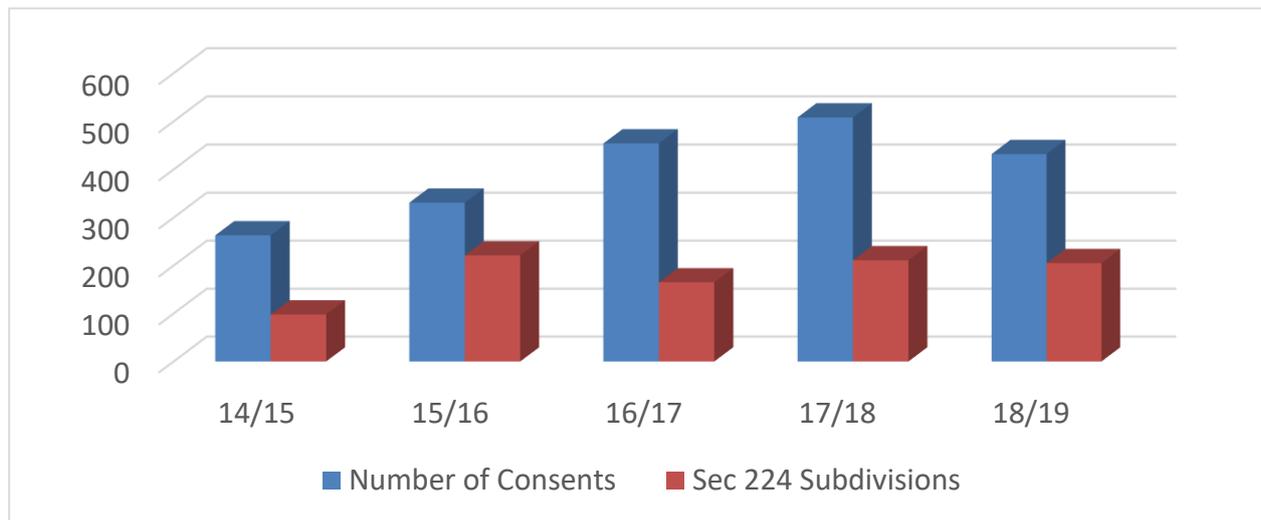
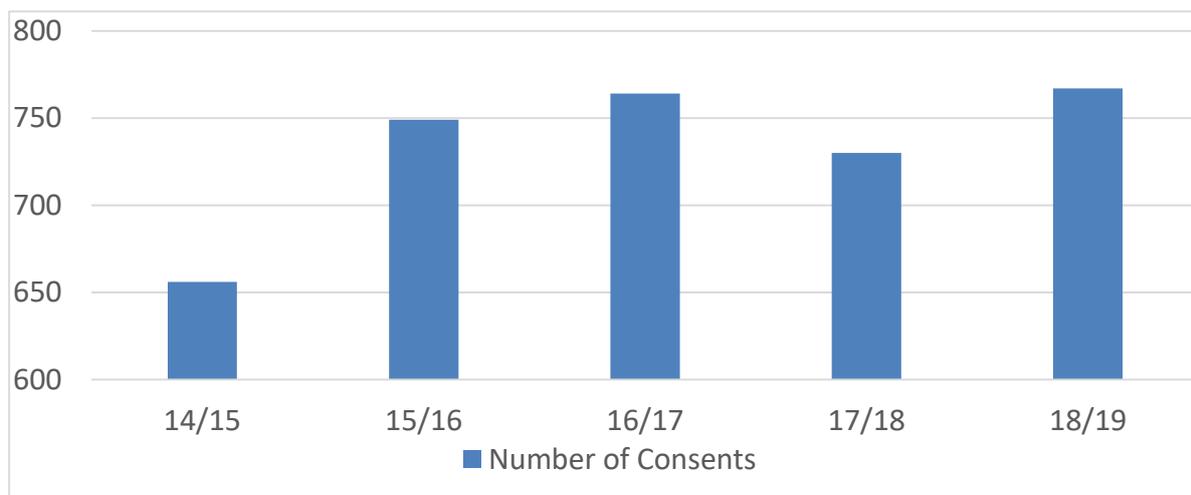


Figure 4 – Building consents – Kaipara District Council



We are further increasing FTE/headcount as outlined in **Table 1**. This is because of the growth factors and corporate service function pressures.

Table 1: Additional roles requested

Item	Explanation	FTE
Quality Assurance Manager/Contracts Manager (funded)	Responsible for the performance of contractors in the delivery of projects and the delivery of the capital programme and operation of facilities in the infrastructure group. Key performance includes health and safety.	1
Environmental Health Officer (partially-funded)	MBIE requirement post audit. Currently recruiting a 12 month fixed-term position.	1
Creditors Assistant (self-funded once HRIS in place)	Assist with the increased volumes of invoices. It is envisaged that the new payroll system will involve minimal input so this will eventually free up staff in that space to then take over the additional creditors.	0.5
Capital Works Project Manager (funded by CAPEX)	Focus on managing the design and development of projects within the capital team.	2
Rates Collections Officer (self-funded)	We currently have 1 FTE contracted for 3 days per week on a fixed term contract. They have decreased arrears outstanding. At the end of April there are still 702 properties in arrears. This role would enable better collection of both land rates and sundry debtors which needs to be done.	1
Senior Accountant (funded by costs associated with consultants)	Senior position responsible for with 3 accountants reporting to it. We currently pay \$127,000 on average for the past 3 years to fund consultants	1
Compliance Officer (self-funded)	Increase in dangerous and insanitary building notices, notice to fix and infringement notices due to growth in district.	1
Total costs (funded)		\$592,500
		(7.5FTE) \$30,000 required for EHO, rest is able to be funded.

Additional positions likely to be needed for future years – **Table 2:**

Table 2 – future positions for LTP

Item	Explanation	FTE
Iwi Relations Advisor	Increased need for this role, demands on current one (1) FTE at Council is significant. Increasing engagement with iwi and hapu.	1
Communications and Engagement Manager	Set the overall strategic Communications and Engagement Strategy for Kaipara, look at enhancing all our communication channels to better engage. Currently only funded for 18 months.	1
Personal Assistant	Assist 2 executives with increased workloads and priorities. Fixed-term staff member at present.	1
Strategy and Governance Manager	Increased democratic function services, and a focus in the business on strategy. Move GM from operational to strategic capacity. There could be efficiencies which could fund this position earlier.	1
People and Capability Business Partner	Increased headcount and staffing present increased need to P&C services. Increase in roles in-house presents recruitment pressures. There could be efficiencies which could fund this position earlier.	1
Parks Officer (Mangawhai)	Focus on the management and operation of Mangawhai community park and surrounding areas.	1
Solid Waste Officer	Waste minimisation and additional work to deal with new ways of working.	1
Business Analyst	Help review transformation processes identify gaps in our business, look into impact of projects.	1
Total OPEX cost to be approved in future LTP		\$684,000 (8 FTE)

Discussion/Ngā kōrerorero

The paper is for noting only.

Any significant changes to the Long Term Plan will be brought to Council in November for consideration and discussion as part of the 2020/2021 Annual Plan process.

Policy and planning implications

No changes to the 2020/2021 Annual Plan will be made as a result of this decision. There will not be an impact to 2020/2021 but there are other costs that will have an impact and will be brought to Council in November 2019.

Financial implications

Nil at present as all employees are self-funding or will increase funds coming into Council.

Risks and mitigations

WorkSafe released a position statement in May this year that encourages employers (as PCBU's) to improve their management of work-related mental health before problems occur. Psychological risks and health risks include bullying, stress, fatigue, excessive workloads. At present due to the growth pressures on our district, the above risks are present on Council staff.

We have a duty under the Health and Safety at Work Act to control these risks.

We find at present with the climate we are operating in (high growth) predictability of headcount is hard to project. There is a risk to Council that the need for addition FTE may increase was a result in working in a high growth district. There may be future additional costs to consider for future elected members.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

Next steps/E whaiake nei

Implementation of additional FTE.

Hannah Gillespie and Sue Davidson, 12 August 2019

Honorary Citizens Award 2019

Meeting: Kaipara District Council
Date of meeting: 29 August 2019
Reporting officer: Lisa Hong, Governance Advisor

Purpose/Ngā whāinga

To inform Council that the Mayor has awarded an Honorary Citizens Award.

Executive summary/Whakarāpopototanga

In accordance with the Citizens Awards Policy, the Mayor has awarded an Honorary Citizens Award to Richard Drake.

Recommendation/Ngā tūhunga

That Kaipara District Council:

- a) Notes that Mayor Jason Smith has awarded an Honorary Citizens Award to Richard Drake in August 2019.

Context/Horopaki

The Citizens Awards Policy states that:

'The Mayor can at his/her discretion award an Honorary Citizens Award to a person who has contributed to the district or to the reputation of the district. This will need to be recorded at the next Council meeting.'

In a memo dated 14 August 2019, the Mayor awarded an Honorary Citizens Award to Richard Drake for his service to the district (Attachment A).

The 2019 Citizens Awards Ceremony was held on 16 August 2019, and Mr Drake was included in the ceremony.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda on the website.

Attachments/Ngā tapiritanga

	Title
A	Mayor Jason Smith's memo dated 14 August 2019

Lisa Hong, 09 August 2019

Memorandum

To: Kaipara District Council
From: Mayor Jason Smith
Date: 14 August 2019
Subject: Honorary Citizens Award 2019

Pursuant to the Citizens Awards Policy, the Mayor can award an Honorary Citizens Award to a person who has contributed to the district or to the reputation of the District. I hereby award an Honorary Citizens Award to Richard Drake.

Richard has been a leading public figure in the Upper Northern Wairoa part of Kaipara District since the 1970s. His record of service to the Kaipara community has been through his active participation on governance boards at national, regional and local level. Some of these include the New Zealand Meat & Wool Producers Board, Federated Farmers of New Zealand, the Northland Conservation Board, the Northpower Trust, the Northland Regional Council Community Trust, and the Kaipara District Economic Development Trust. Richard has helped promote awareness of Kaipara, been a steady voice and flown the Kaipara flag far afield through his extensive governance engagements.

Richard Drake and his wife Rosemary will be leaving Kaipara District in October 2019 for retirement in Rangiora, Canterbury. It is fitting to acknowledge his service to the community with this award at this time.

This decision will be announced at the Citizens Awards Ceremony on 16 August 2019 and reported to Council at its 29 August 2019 meeting.



Dr Jason Smith

Mayor of Kaipara District

5.3 Strategic Plan Quarterly Report April—June 2019

Administration Manager

2002.02.18/August

Recommended

That Kaipara District Council notes Strategic Plan Quarterly Report April—June 2019.



Strategic Plan Quarterly Report

April - June 2019





Strategic Plan Quarterly Report – for the final quarter ending 30 June 2019

1 Introduction

The Strategic Report measures objectives and projects identified at a high level in Council's Strategic Action Plan. This Plan forms the Business Plans within each department of Council. Progress is measured quarterly and this report is the final quarter for the 2018/2019 financial year.

A coloured circle in the annual target column and the status column indicates progress. The key to the traffic lights is as follows:

- | | | | |
|------------|---|---|--|
| Key |  Favourable, or achieved |  Unfavourable – within 10% of budget, or may not be achieved |  Unfavourable – over 10% of budget, or not achieved |
|------------|---|---|--|



1.0		STRATEGIC PRIORITY: GREAT PEOPLE			
Objective / Project		Lead	Quarterly Progress	Status	Due Date
1.1	Grow our leadership capability	People and Capability	We continue to roll out our values framework into business tangible objectives. Over this quarter, a new performance framework was introduced. It is designed to further implement our values, identify learning and development opportunities and stepping our leaders up.	●	On-going
1.2	Build an engaged values-driven culture	People and Capability	September 18 pulse survey completed, 60.3% engagement. Have sourced a new provider for Culture Surveys (Culture AMP), due to be implemented in July 2019 with a full survey conducted shortly after.	●	On-going

2.0 STRATEGIC PRIORITY: SUPPORTING GROWTH

Objective / Project	Lead	Quarterly Progress	Status	Due Date
2.1 Design and implement District Plan review	Regulatory, Planning and Policy	The comprehensive District Plan review is well underway, with projects identifying Outstanding Natural Features and Significant Natural Areas being implemented, including engagement with Mana Whenua, stakeholders and our wider communities. Spatial planning for the district has also commenced which will help to inform policies on sustainable development and building the capacity of urban areas.		December 2018 (Design)
2.2 Develop opportunities for Provincial Growth Fund (PGF) and manage programme	Governance, Strategy and Democracy	The Northland PGF Steering Group continues to meet monthly. Agreements have been signed for the Kaipara Kai and Network of Wharves project. The roading project contract is on this August Council agenda as a separate item. The Kaihu Valley Rail Trail application was withdrawn.		On-going

2.0 STRATEGIC PRIORITY: SUPPORTING GROWTH					
	Objective / Project	Lead	Quarterly Progress	Status	Due Date
2.3	Review Reserves and Open Space Strategy	Infrastructure	Development of a Draft Reserves and Opens Spaces Strategy is progressing. The Draft will be presented to elected members at a Council Briefing following the elections. Input from elected members can then be incorporated into the draft prior to it being adopted for public consultation.	●	March 2019
2.4	Develop Climate Change Strategy	Regulatory, Planning and Policy	A review of central and local government strategies, reports and plans has been undertaken to help inform Council's own Climate Change Strategy. This will link key actions to the local government four wellbeing indicators and sustainable development goals.	●	June 2019

3.0 STRATEGIC PRIORITY: EFFECTIVE DELIVERY					
Objective / Project		Lead	Quarterly Progress	Status	Due Date
3.1	Plan to enable our customers and staff through Information Technology is put in place (Technology Road Map)	Risk, Information Technology and Finance	The IT Roadmap was finalised by October 2018. Council was briefed in December 2018 and it is being implemented and managed by monthly IT Steering Committee meetings. Council's new website was launched in May 2019.		October 2018
3.2	Rationalisation of surplus land to enable Council to make best of its resources (Fagan Place)	Risk, Information Technology and Finance	Council will be inviting expressions of interest and communication will be required with pensioners. Following this, a plan will be developed for community housing and then Fagan Place. Sale of other land is progressing.		June 2019
3.3	Council Civic Building Future (Stage One)	Risk, Information Technology and Finance	Discussion over several Council briefings/meetings has now meant agreement has been reached to lease space in a proposed NRC building in Dargaville.		December 2018
3.3.1	Council Civic Building Strategy (Stage Two)	Risk, Information Technology and Finance	A clear strategy is required for community housing before any development on Fagan Place takes place.		30 June 2019
3.4	Prepare for and retain Building Consent Authority (BCA) accreditation	Regulatory, Planning and Policy	All non-compliance items were cleared and Council has received its building accreditation certificate. Next Audit is in September 2020.		October 2018
3.5	Adopt Risk Management Framework	Risk, Information Technology and Finance	Audit, Risk and Finance Committee is set to approve the framework in September 2019. Assembling the data to put in the framework will be completed by a consultant by the end of the year.		December 2018

3.0 STRATEGIC PRIORITY: EFFECTIVE DELIVERY					
Objective / Project		Lead	Quarterly Progress	Status	Due Date
3.6	Implement Health and Safety Risk Management Improvement Programme	Infrastructure/People and Capability	Council is looking at completing a health and safety framework including wellness along with a comprehensive Improvement Plan. Reporting to Council via CE report and Audit, Risk and Finance Committee has improved.		December 2018
3.7	Region-wide shared services initiative	Governance, Strategy and Democracy	Regional IT teams are meeting quarterly.		On-going
3.8	Deliver at least 90% of the capital works programme	Infrastructure	Capital spend until the end of June 2019 is sitting at 82% of the total capital works for the year. Those projects not completed will be carried over to next year.		June 2019
3.9	Extend Mangawhai Community Wastewater Scheme	Infrastructure	The irrigation field has been completed. Pump station VA construction in the village at Mangawhai is underway.		June 2019
3.10	Implement Mangawhai Community Plan (Priority 1 projects)	Community Customer Services	Workshop held with Community Liaison Group, elected members, key stakeholders and KDC staff to review project prioritisation and implementation. Website launched on 22 May 2019. 100 year design stormwater upgrade is complete at Quail Way. Two open days held in collaboration with Resilio in mid-June for feedback on the feasibility of Coastal Walkways project. Shared Path - works are due to begin shortly on Moir Road from the Tara Road footbridge to Insley Street.		June 2019

3.0 STRATEGIC PRIORITY: EFFECTIVE DELIVERY

Objective / Project		Lead	Quarterly Progress	Status	Due Date
3.11	Solid Waste delivery review	Infrastructure	A Council briefing in June decided further information was required. This will be presented at the August Council briefing. Consultation will likely be deferred until 2020/21 Annual Plan process.		November 2019
3.12	3 Waters Review	Chief Executive	Central Government has reached a decision on the Regulator for the future water supply. They would like to see voluntary proposals for amalgamation of the Waters (drinking) activity by the end of the year in the form of Business Cases. Northlands consensus was to prepare a “short and sharp” business case but will need monetary input from all three councils and possibly NRC.		Ongoing (central government led)

4.0 STRATEGIC PRIORITY: ENGAGED COMMUNITIES

Objective / Project		Lead	Quarterly Progress	Status	Due Date
4.1	Investigate and develop plan for community hub in Dargaville, encompassing Library (linked to Civic Property Strategy)	Risk, Information Technology and Finance	An application for a PGF grant has been investigated twice and it has been agreed any proposal will not qualify. PGF funding has been allocated to a proposal by Taitokerau Fibre Network for a digital hub in Dargaville.		June 2019
4.2	Implement Iwi Relations programme	Governance, Strategy and Democracy	Work continues on our Iwi relations programme. An internal education syllabus is being run, council supported a Māori symposium on the upcoming elections, and staff are continuing to work with Te Roroa on the Mana Enhancing Agreement.		June 2019
4.3	Review management of pensioner housing; initiate development of a Pensioner Strategy	Community Customer Services Risk, Information Technology and Finance Governance, Strategy and Democracy (Community Team)	Preliminary discussions have taken place around the Pensioner Strategy and the linkage to the proposed Civic Building Strategy. An expression of interest will be released in late 2019. Any Strategy would be included as part of the next Long Term Plan.		31 March 2019
4.4	Kaipara Moana Treaty Negotiations	Regulatory, Planning and Policy	Northland and Auckland councils have worked constructively with Kaipara Uri and Crown officials on the proposed settlement arrangement for Kaipara Moana and its catchment. Integral to the settlement negotiations is the establishment of a new body, representing Kaipara Uri and councils to develop a Strategy to manage and protect the Kaipara Moana from adverse land and water use activities. To enable the		On-going (central government led)

4.0 STRATEGIC PRIORITY: ENGAGED COMMUNITIES

Objective / Project		Lead	Quarterly Progress	Status	Due Date
			remediation of the Moana a business case is being drafted to identify key actions needed and an associated budget to implement these actions.		
4.5	Complete Representation Review	Governance, Strategy and Democracy	This is completed. The new four wards will take effect for the October 2019 local body elections.	●	November 2018

5.4 Chief Executive's report for July 2019

Chief Executive **2002.02.18/August**

Recommended

That Kaipara District Council notes the Chief Executive's Report for July 2019.



Chief Executive's Report

For the month of **July** 2019

Part One

- a) Chief Executive's update
- b) Activities report
- c) Contract acceptances
- d) Looking ahead

Part Two

Financial Report

Due to the preparation of the Annual Report there will be no financial report this month.

Part One

a) Chief Executive Update – July

A big focus this month has been the elections. We published a pre-election report early in July in the hope to attract candidates and to provide information to voters. The pre-election report advises the issues Council is facing and information from previous years, this year and future plans and projects. A candidate information handbook was also published which provided useful information to possible candidates.

Nominations opened on 19 July. Following this we held candidate evenings in Maungaturoto, Mangawhai, Kaiwaka and Dargaville, with a further meeting to be held in Ruawai early August. The attendance at the events was variable across the district but all those attending asked interesting questions, engaged in the discussion and welcomed the team coming out to talk to the community. I hope that the evenings helped create a better understanding of what Kaipara District Council is focussed on and how we are continuing to change from the Council they may have experienced in the past.

On 4 July Baylys Beach Community Centre Trust held its blessing of the community centre site at 52 Seaview Road with the turning of soil for construction. This was attended by members of the community, elected members and myself. Despite the weather conditions, the event was a great celebration of all the hard work undertaken by the community; we look forward to watching the community centre take shape over the coming months.

Matakohe Bridges Realignment completion on 5 July was attended by government ministers, NTA, elected members and staff. It is fantastic to finally see the bridges aligned and we look forward to the walkway opening up.

The inaugural Kaipara KickStart (KKS) Programme Steering Group meeting took place on 2 July; this was closely followed by the second meeting on 16 July. The group is now established and receiving a full suite of programme governance reports. The approval for the roading funding agreement, which is the final project within the KKS programme, will be brought to Council 29 August.

I attended the Local Government New Zealand (LGNZ) conference in Wellington along with the Mayor and two elected members. The event covered a number of topics that are pertinent for the challenges we face at Kaipara and offered the opportunity to learn from other organisations. The LGNZ insight into key issues across local government, helped focus my thinking on work required for the Long Term Plan. In particular, we are closely monitoring progress on the waters review, localism and climate change. In order to help raise the profile of the latter, we have arranged a number of external speakers for the Northland Forward Together event we are hosting on 26 August.

b) Activities Report

1 Provincial Growth Fund

The two outstanding funding agreements with MBIE have been progressed. The first contract which covers the bulk of the physical works (Pouto Road sealing Phase 1 and 2, Waipoua River Road and improving the High Productivity Motor Vehicle network) has completed legal review and the report requesting a resolution to sign will be presented to the August Council meeting.

The second agreement, covering the physical works for the unsealed network is expected to complete legal review and be available for signing in the next few weeks. Roothing Project resources are being finalised and will be in place to support delivery of the Roothing projects once funding is confirmed.

Overall the programme establishment phase is nearing completion. Once the first Roothing Package contract is signed the delivery timeframes for the roading components of the programme will be adjusted to align with roading construction windows. The programme schedule will then be baselined to provide expected timeframes for key deliverables.

The recent appointment of a Programme Communications Lead will enable the team to focus on developing communication plans, communication channels and content. The priority is to provide proactive stakeholder engagement on a consistent basis.

Kai for Kaipara and Kaipara Wharves projects are now in delivery mode with Advisory Groups established, procurement underway and deliverables being progressed.

A current assessment of performance indicators across specific programme management areas is shown below, along with a brief commentary.

Key

	Within plan
	Outside of plan, being managed by the team
	Outside of plan, requires escalation

Programme Status	Current Indicator	Brief Comment
Overall	G	Programme team is finalising the programme establishment, Kai for Kaipara and Kaipara Wharves projects are in delivery mode.
Scope	G	Centre of Excellence scope now confirmed.
Schedule – Pgm Overall	A	Requirement to reconfirm roading construction timeframes once Funding Agreement 1 is finalised.
Financial	G	First two funding payments received from MBIE.
Stakeholder Engagement and Communications	A	Communication resource has been appointed but is yet to commence. Establishing proactive communication/engagement activities will be a focus over the next two months. Communication plans and activities will be presented at September PSG meeting for approval.

Programme Status	Current Indicator	Brief Comment
Resourcing	A	Communications resource – appointed, waiting on notice period to be completed. Roading project resource identified - working on contract currently. This resource will support the Roading Project delivery and should be on board when Funding Agreement 1 is finalised.
Health & Safety Performance	G	No health and safety issues identified/reported.
Issues	G	Being managed within the team.
Risks	G	Alignment with Corporate risk register approach confirmed
Note: A previous indicator column will be added from the next update to show trends.		

2 Roads and footpaths

July Highlights

We have entered into the new financial year better prepared than previous years with a lot of investigation and planning already completed and physical works underway. This puts us in a good position for meeting our Capital Work and Maintenance programmes for 2019/2020. Our heavy metalling programme has continued uninterrupted into July, allowing us to make the most of the suitable weather conditions for this activity.

A Programme Delivery Team has been established for the Mangawhai Community Plan. Led by Tim Manning, this integrated approach to delivering infrastructure will be more efficient and help us address programme level risks.

July saw the commencement of a new bus service between Kaiwaka – Mangawhai – Waipu – Whangarei. Initially this is a trial service funded by the Northland Regional Council (NRC) which operates weekly, every Thursday.

Finances as at 30 July 2019

Programme	Annual Plan budget	NZTA approved budget 2019/2020	Total Expenditure To date	% spent vs. NZTA June	% spent vs. NZTA YTD	Remaining Actuals vs NZTA
Maintenance	\$6,283,189	\$6,279,000	\$466,995	7.4	7.4	\$5,812,005
Capital	\$16,723,268	\$10,516,294	\$770,078	7.3	7.3	\$9,746,216
Network Asset Management	\$1,360,000	\$1,360,000	\$197,841	14.5	14.5	\$1,162,159
Grand Total	\$24,366,457	\$18,155,294	\$1,434,914	7.9	7.9	\$16,720,380

Road Safety

There was one fatality on Pouto Road in July.

Some of the initiatives underway include:

- **Get Ride Ready** is a Northland motorcycle rider event planned for Saturday 07 September in Whangarei. Safety experts will be attending and demonstrating the safety inflation vest. There will be a competition with a safety vest as the prize.
- **Drive Smarta**, the new speed education project to address the behavioural issues of high speed/high risk

drivers, had small attendances in the early stages of the pilot programme. Communication issues around the start dates is considered to be the reason and these have been resolved. Two participants completed the July course.

- **Driver mentoring programmes** using volunteers – there were three active mentors (72 mentor hours) in Dargaville with 42 students at the end of the month. Three licences were obtained. There were delays in getting the programme going in Maungaturoto with three mentors (22 mentor hours) for six students.

Contract planning is underway for:

- Drive Soba programme for recidivist drink drivers;
- Child restraint education clinics; and
- Young Driver Learner Licence programmes

Operational and Maintenance

Our contractors, Broadspectrum are performing well which was recognised in them receiving full bonus payments for July 2019. The performance management system has been reconciled for the previous year and it is noted that the team has shown genuine focus and improvement over the first year of the contract.

Due to the reconciliation process and fixing issues identified during the year, there will be a back payment made to Broadspectrum of \$26,450, inclusive of the full payment of \$10,000 for June 2019 which was held awaiting confirmation.

Unfortunately, Broadspectrum had a Lost Time Injury during July due to a team member sustaining a head knock while carrying out work activities on the back of a traffic management truck. The team member received stitches and was required to take medical leave, however they are now well and back at work. Broadspectrum are still working through their investigations and our team are working collaboratively with them to ensure a satisfactory investigation is completed and outcomes are being addressed.

Capital

The programme for this year includes the following

Programme	Comment	July Status	Construction start / end
Bridge Strengthening			
Tomarata	This contract has been awarded with the contractor is in the process of providing all the pre-requisite documents (Bonds, insurances, Quality plan, TMP and Health & Safety). The contractor is planning to commence site establishment by end of August.	Construction	August 2019
Waihue	Investigation and design stage underway to strengthen three bridges.	Investigation and design	Q3
Kaiwaka and Mangawhai		Investigation and design	2020/2021

Programme	Comment	July Status	Construction start / end
Drainage			
Tara Road, Mangawhai	Culvert Replacement: 97% complete, wintering over. The concrete shoulders, stabilising of the pavement and sealing is to be completed this coming construction season.	Construction	-
Seabreeze Road, Mangawhai	The drainage problem is being re-investigated after a previous unsuccessful attempt to resolve it. In the meantime the maintenance contractor will reinstate the footpath.	Construction	TBC
Safety Improvements			
School Zones Safety Improvements (Te Kopuru, Maungaturoto, Dargaville (Primary, Intermediate and High), Selwyn Park and Kaihu Valley)	Investigation and design	Investigation and design	Q2
High Risk Curves	Investigation and design stage underway to improve road safety along five rural roads (Mangawhai Road, Pouto Road, Tinopai Road, Mt Wesley Coast Road and Baylys Coast Road).		Baylys Coast Road – Q3 Other four sites - 2020/2021.
Pavement Rehabilitation and Associated Improvements			
Ararua, Te Kowhai, Matakohe and Trounson Park Roads	Investigation and design are in progress for this year's programme. Physical works are programmed to commence late October.		Q2
Footpaths			
Wesley Coast Road to cemetery	Construction of a new footpath from the start of Wesley Coast Road to the cemetery is due to start this month (August). This will be integrated with the route through the cemetery		Q1
Mangawhai Community Plan			
Moir Street Shared Path	Construction of a shared use foot/cycle path along Moir Street is underway (10% complete).	Construction	End 2019
Moir/Insley/Molesworth intersections	Concept design in progress for Moir/Insley/Molesworth intersections. Engagement with businesses and communities to take place in August/September.	Investigation and design	Q3

3 Parks and Reserves

Our new Taharoa Domain Campground Co-ordinator and Domain Manager have started and carried out several “walk rounds” to gain a perspective of what work is required before the busy season starts. This work and is being prioritised into the work plan. New staff members will also receive further training with the online booking system.

NZTA released the Northland Cycling Implementation Plan, which included the Kaihu Valley Rail Trail and the corridor between Dargaville and Maungaturoto. Council is working with NZTA to clarify the next steps.

Park / Contract	Status	Commentary
Contract 860 Maintenance of Parks, Reserves, Cemeteries, Public Toilets, Buildings and Dargaville Gardens:		With the wetter weather setting in the focus has been on garden refurbishments with Dargaville’s Kapia Street gardens getting a major overall, otherwise it has been just delivering the contract requirements.
Taharoa Domain		Planting of eco-sourced native plants, Red Matipo, Manuka, Kanuka, Cabbage Tree, Flax and Coprosma has continued throughout the month. Construction of the new toilet unit at Lake Waikare has started along with the new campervan dump station near the Pine Beach campground. A meeting with NRC was held and the decision made to outsource a study into the overall health of the Domain in relation to pests and plants. A workshop was held with staff and the Governance Committee to review the actions as per the Reserve Management Plan.
Pou Tu Te Rangi Harding Park		Roll out of the first stage of the Landscape Plan has begun, starting with the area around Tank Hill and the Vintage Machinery Club. The two gully areas have been cleared for replanting and the previous revegetation areas have been released. To avoid the Pa Site an alternative track for dog walkers has been cut but is yet to be properly formed. New speed bumps have been installed in the area outside the Museum to slow traffic and make this shared area safer.
Mangawhai Community Park		The quarterly Governance Committee meeting was held in July. A hydrology report for the Mangawhai Community Park was received which highlighted the need to look at the wider parks future developments and what impacts these will have on the Infrastructure Staff are developing a scope of works for a Urban Landscape Design of the Park to make the park more cohesive and assist with any potential future projects.
Kaiwaka Domain		The final report has been received from 4Sight which is being assessed by the Parks Team.

Capital Programme delivery

Staff are currently in planning, design and project award stages for this year's capital projects which are set out below.

Programme	Comment	July Status	Construction start/end
Taharoa Domain/Kai Iwi Lakes	Planning and design for projects to be completed this year is underway.		September 2019 to July 2020
Pou Tu Te Rangi Harding Park	Planting and vegetation clearance is underway.		September 2019 to July 2020
Mangawhai Community Park	Staff and Governance Committee are working on a scope of works to get an Urban Landscape Design Plan.		
Mangawhai Coastal Walkway and Linkages	The online feedback deadline has been extended with a meeting to discuss the overall results at the end of August. We have been given the Developed Design for Stage 1 Alamar Crescent for discussion and roll out to Stakeholders.		October 2019 to July 2020
Mangawhai Esplanade Development	Feasibility and planning is being undertaken.		October 2019 to July 2020
Toilet Amenities	Planning, design and pricing is underway.		November 2019 to December 2019
Walking/Cycling Strategy Implementation	Planning.		
Playgrounds	Planning and design is underway.		
Baylys Beach Boardwalk	Amended design is complete, more community consultation to be had before going to tender.		October 2019 to April 2020
Community Infrastructure Dargaville	Not started, waiting for weather to improve.		
Community Infrastructure District	Geotech and area surveys are being completed, conversations with Department of Conservation to get land use being had.		
Park Improvements	Not started, waiting for weather to improve.		
Hard Surface Renewal	Work continuing on roadway at Memorial Park		September 2019 to October 2019

4 Community Team Activities

Funding

The Community Grants and MELA funding rounds closed on 01 July:

- Council received 43 Community Grants applications totalling \$344,498.62. The amount available for allocation is \$100,000
- Council received seven MELA applications totalling \$130,824.67. The amount for allocation is \$126,529.71

The Citizens Awards Committee met and considered nominations

Who we have met with

- NZTA Public Workshops for the township improvement plans
- Waters, Parks and NTA regarding Baylys Beach Opus Report on Options for Improvements to Baylys Beach. The tasks in scope are:
 - Baylys Beach car park - car park capacity and manoeuvrability options;
 - Sea View Road and footpath slumping - non-intrusive visual assessment;
 - Sea View Road footpath handrail - integrity review;
 - Kelly/Bayly Street intersection - intersection safety review and recommendations; and
 - Corner of Seaview Road and Ripiro Drive - intersection safety review and recommendations.
- Working with Baylys Beach Community Trust to assist them to work with Council to build the Community Centre at Baylys Beach. The blessing of the site was done in July and work has begun onsite;
- MSD Work Broker regarding the organising of an Employers/Education evening in October;
- Maungaturoto Residents Association regarding spatial plan invite and to update on toilet project;
- Progressive Paparoa regarding playground design;
- Mangawhai Domain regarding sports field development plan;
- Mangawhai Golf Club regarding options for improved access and storage;
- Mangawhai Harbours Water Quality Group;
- Point Curtis Boat Club to discuss the Rangiora Reserve improvements;
- Kaiwaka Sports Association regarding the pump track;
- Mobility Scooter Club regarding footpath issues around Dargaville. We rode mobility scooters to experience this first-hand;
- Department of Corrections to discuss potential projects around town;
- Assisting Kaipara Vintage Machinery Club with capacity building for their organisation; and
- Met with Rex Nathan and Graeme Ramsey about bringing the Waka back to Dargaville. This is progressing well and we have offered our support to this project.

Project Updates

- Maungaturoto toilet design – Council contractors are taking on board community ideas. Concept plans to be produced and shared with the community working group;

- Met with the administrator for Te Uri O Hau Taumata Group. Council to present in August on the process for naming the three roads in Matakohe;
- Paparoa Connections working group met to plan the “ideas in to action” phase. Projects, date, venue and format agreed; and
- Maungaturoto Working Together Workshop format and date confirmed as 11 August.

Plan Updates

- The reviewed Kaiwaka Township Improvement Plan has been provided to the Kaiwaka community for feedback. The feedback has been positive. Next steps are working with the community to complete projects identified.
- Dargaville Placemaking Projects are underway. Kapia Street gardens have been completed. Pricing for key lighting projects for the river walkway and Band Rotunda Reserve along with revamping the original Welcome to Dargaville signs at Coronation Reserve and the reserve by Caltex are underway. Upgrades to the entrance of Memorial Park have been priced and are awaiting works to start. We are investigating the ability to have an accessible walkway from Te Awa Gardens through to the Northern Wairoa Bridge.
- Mangawhai Community Plan – facilitated a workshop with new infrastructure team members and contractors involved in project delivery. Update sent to liaison group and online survey available on the coastal walkway until 12 August.

5 Four Waters and Solid Waste

Highlights for July

Operations

Health and Safety has been at the forefront of topic this month. Broadspectrum held the annual “Safe for Life” workshop on the 3 July 2019 worldwide. Members of Council’s Waters Team, Broadspectrum’s Kaipara Waters Team (including Mangawhai WWTP technicians), Whau Valley Water Treatment Plant Construction Team, Broadspectrum Water and Construction, General Manager and Water Northland Business Manager attended the Kaipara waters workshop. This discussion was to help encourage health and safety awareness in our everyday life, assist in creating a culture to understand the rationale of WHY we need to undertake a safety check on all the tasks and its importance in order for everyone to return home safely at the end of each day. Staff members were very engaged and demonstrated the willingness to ensure their safety, their peers and others. They were prepared to stop a task, challenge and reflect on safer ways to achieve their allocated task.

This month we focus more on identification of hazards, all Broadspectrum team members are being encouraged to report at least two hazard identifications for the month.

Three waters review

The government has released the Cabinet Decision paper on the future of regulation and operation of three waters in New Zealand. The government is setting up a regulator who will focus on drinking water first and they are looking at voluntary amalgamation of councils’ waters operations with a view to receiving business cases before the end of the calendar year.

Water storage

A consultant to work on the prefeasibility study of the PGF funded Northland Water storage project was appointed.

Capital programme

We are on track to achieve well over the 75% target of our 2018/2019 Four Waters capital works programme with a number of projects complete or underway.

- Sewer pump station VA Mangawhai (CON909) construction works completed with sub-contractor work only to be completed;
- Sewer pump station 2 and rising main in Dargaville (CON913) construction is complete with final connection only remaining;
- Baylys Coast Road to Logan Street watermain replacement (CON910.01) construction is in the final stages of completion;
- Maungaturoto raw watermain replacement (CON911.01) first stage construction has been completed, the second stage is underway;
- Mangawhai Wastewater Treatment Plant Upgrade – Blower pipework has been largely completed, a programme has now been received for the CASS tank emptying;



Great progress being made at the MCWWS with the blowers now installed

Overall 2019/2020 Budget Spend % for Four Waters and Solid Waste

Activity	Budget TOTAL	Total Funds Spent (July 2019)	% Progress
Water Supply	1,793,000		
Total Funds Spent - Water Supply		167,000	9%
Wastewater	3,007,000		0
Total Funds Spent - Waste Water		373,000	12%
Stormwater	700,000		0
Total Funds Spent - Stormwater		3,000	0%
Flood Protection	130,000		0
Total Funds Spent - Flood Protection		-	0%
Solid Waste	50,000		0
Total Funds Spent - Solid Waste		-	0%
Overall Funds Spent - 4 Waters	9,498,511	543,000	6%

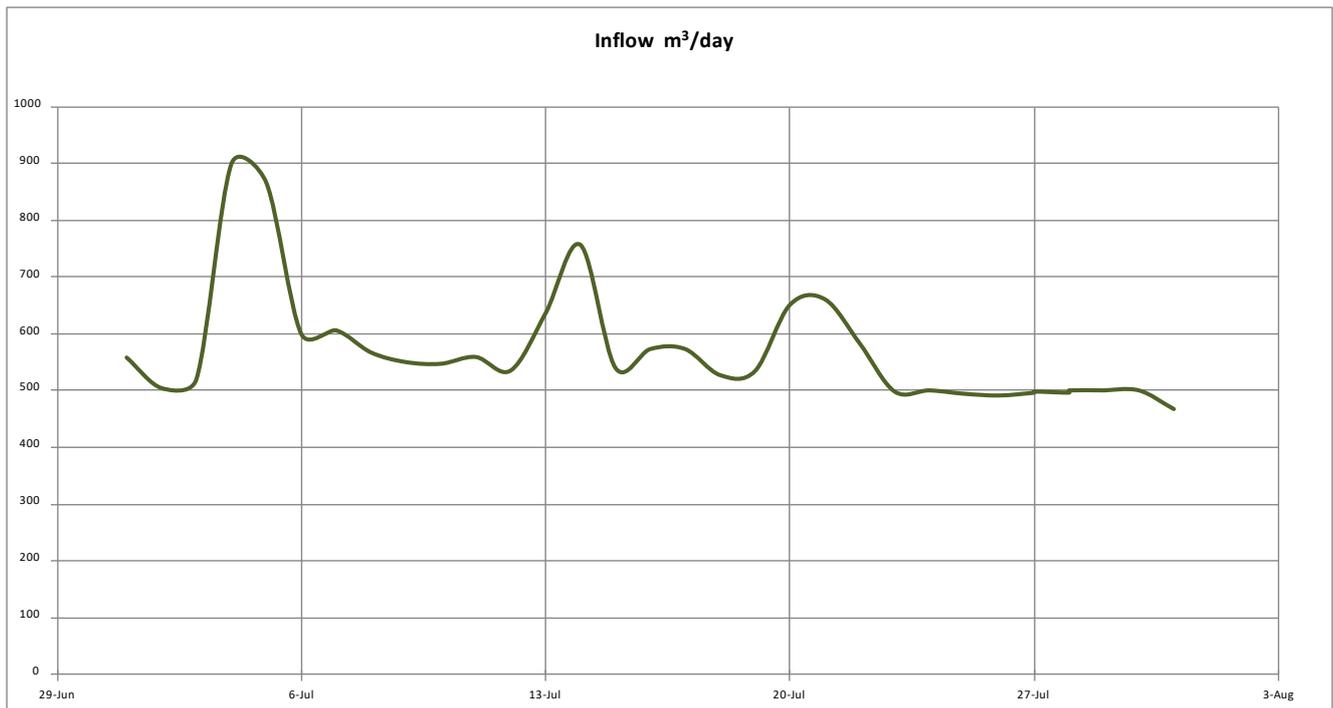
Wastewater

Community	Status	Commentary
Mangawhai		<p>Inflow to the Mangawhai Wastewater Treatment Plant for the month of July 2019 totalled 16,827m³, which is up approximately 11% when compared to July 2018's inflow. (See Figure 1 below)</p> <p>Sewer pump station VA Mangawhai (CON909) construction works completed with sub-contractor work only to be completed,</p> <p>Mangawhai Wastewater Treatment Plant Upgrade. The blower pipework has largely been completed, and a programme for the CASS tank emptying has been received.</p>
Kaiwaka		Contract awarded for Kaiwaka Wastewater Treatment Plant Upgrade.
Maungaturoto		The contract for the Maungaturoto Wastewater Treatment Plant Membrane Replacement project has been awarded.
Dargaville		2018/2019 Pump station 1 and 2 and Rising Main – wetwell, valve chamber, overflow, rising main are installed. Final connection is underway.

Water Supply

Community	Status	Commentary
Maungaturoto		2019/2020 Raw watermain construction is underway.
Dargaville		2018/2019 Baylys watermain construction final connection underway.

Figure 1: Daily Flow Chart for July 2019



Stormwater and Land Drainage

The surveying of stopbanks to assess the existing stopbank levels and conditions to help prepare for climate change and sea level rise is progressing.

Flood protection programmed works are behind primarily due to the delays in being able to progress the Murphy Bower Stopbank. A meeting between all parties is pending.

Solid Waste

A final briefing report was presented to Council regarding the upcoming consultation on our Solid Waste Activity. Consultation documents can now be prepared for adoption. This consultation will take place alongside the Annual Plan consultation in March 2020.

The Hakaru leachate treatment trial has been underway for six weeks and sampling results are showing positive results with the trickling filtration Nitrification performance and ammoniacal nitrogen removal.

The draft Section 17a review of the Solid Waste Activity was completed and is with Council staff for review prior to being finalised.

The day-to-day operations of Solid Waste have seen no major changes or events over this period.

6 Planning and Regulatory

July statistics

Note: Tables containing shaded cells do not contain calculations, as these are not currently measured.

Planning	Received		% On Time	Average Working Days	YTD % On Time
	2018	2019			
Resource consent applications	57	24	92%	17.17	92%
224 applications	16	6	100%	1.00	
Service requests	111	129	89%		
<p>Five additional lots were created this month, all in the Otamatea area. One new conservation covenant was created within the Rodney Ecological District with an area of approximately 1340m². Resource consent processing timeframes to start the 2019/2020 year are positive, with the monthly processing percentage for non-notified consents at 92% granted within statutory timeframes (11 out of 12). In addition, two notified consents were granted this month, and no hearings were held. The total number of consents granted for the month (at 14) is lower than normal due to resourcing.</p>					
Building	Received		% On Time	Average Working Days	YTD % On Time
	2018	2019			
Building consent applications	67	59	96%	11.96	96%
CCC applications	71	0	98%	1.4	98%
Service requests	121	115	87%		87%
<p>The total number of building consents received for July was 59 (including amendments). The combined value of these projects totalled \$11,302,463 (including amendments). There were 20 new dwellings and relocates received for the month (excluding amendments) of which 14 were within Mangawhai valued at 6,767,994. There was one commercial consent application received with a total value of \$110,000.</p>					
Regulatory	Received		% On Time	Average Working Days	YTD % On Time
	2018	2019			
Alcohol applications	18	15		17.25	
Food control audits and inspections	23	4	100%		100%
Service requests	294	229	62%		62%
<p>Alcohol applications and processing remain routinely consistent. There were five dog infringements for July amounting to \$1,200.00 in infringement fines. Food premise verifications for July are down on last year due to rescheduling of verifications and no requirements for non-food premise inspections for the month. August is expected to increase.</p>					
BCA Accreditation	Due	Completed		YTD % Completed	
		YTD	March 2019		
BCA audits	5	7	7	100%	
Competency assessments	2	3	3	100%	
<p>Audits and competency assessments are on track. A number of contractor performance reviews are underway as part of the BCA's contractor renewal process.</p>					

Policy

- District Plan review - focus on spatial planning for Dargaville, Kaiwaka, Maungaturoto, Paparoa and their surrounds. This involved Mana Whenua, community and stakeholder engagement. Inception planning to integrate the Mangawhai Community and Structure plans into one strategic spatial plan has commenced. Community engagement will follow.
- Climate Change Adaptation and Mitigation – an action plan for KDC is being drafted by Policy team. Its direction and draft content has been discussed with Council's Climate Change Steering Group. Council continues to successfully collaborate with Northland Councils to design a regional approach to climate change issues.
- Kaipara Moana Treaty Settlement – negotiations have led to clarity around contents of the draft deed, the weighting of the proposed Strategy in relation to the RMA planning regime and the selection of Commissioners. The business case for restoration of the Kaipara Moana was developed for presentation to Ministers this month.
- Policy development - a draft Commissioners' Policy has been discussed and reviewed by policy and planning staff in collaboration with Elected Members in the Regulatory Group, and will be presented at the next Council meeting for adoption.
- Research was undertaken to assess the potential environmental, social and economic impacts on the Kaipara District from Waste Management NZ's resource consent and plan change applications to Auckland Council to build a landfill in Dome Valley.

7 LIMs Overview

A Land Information Memorandum (LIM) is a property information report compiled by Council. This is typically obtained by a potential buyer when looking to purchase a property and must be issued within 10 working days of receipt. In July all 48 LIM applications received were processed on time, taking an average of six working days.

8 LGOIMA Overview – 01 July to 31 July 2019

Below is a list of requests received for information under the Local Government Official Information and Meeting Act 1987 (LGOIMA). Information requested as a LGOIMA must be answered within 20 working days from the day of receipt. All requests were processed within statutory timeframes.

Year to date we have received 140 LGOIMA requests to the end of July 2019.

Name	Subject	Time Taken	Number of Requests Year to Date 2019/2020	Number of days taken to respond
Clive Boonham	Oldest debt first change in policy	4 hours	1	17
Emma - Radio New Zealand	Information on earthquake-prone buildings	30 minutes	1	12
Stuff New Zealand	Diversity survey	30 minutes	1	11
Leonie Excel	General Bylaws adoption and review	30 minutes	1	19

Name	Subject	Time Taken	Number of Requests Year to Date 2019/2020	Number of days taken to respond
Dave Launder	Information relating to 4b Kotare Road, Kaiwaka	6 hours	1	20
Aprilanne Bonar	Further documentation relating to stormwater issues	1 hour	1	14
Joan Corry	Dog complaints	1 hour	1	13
John Dickie	Resource consents with firefighting rules	1.5 hours	1	Extended under section 14(1)(a) 22 days
Clive Boonham	Oldest debt first change in policy	2 hours	2	16
Joanna Taylor	Methamphetamine manufacture items located at Lot 1 DP 170586	30 minutes	1	12
Ministry of Health	Questions re: recruitment of health officers	30 minutes	1	2
Scotcher-Radio NZ	Mayor - trips to China	15 minutes	2	6

9 Customer Services and Library

Customer Services

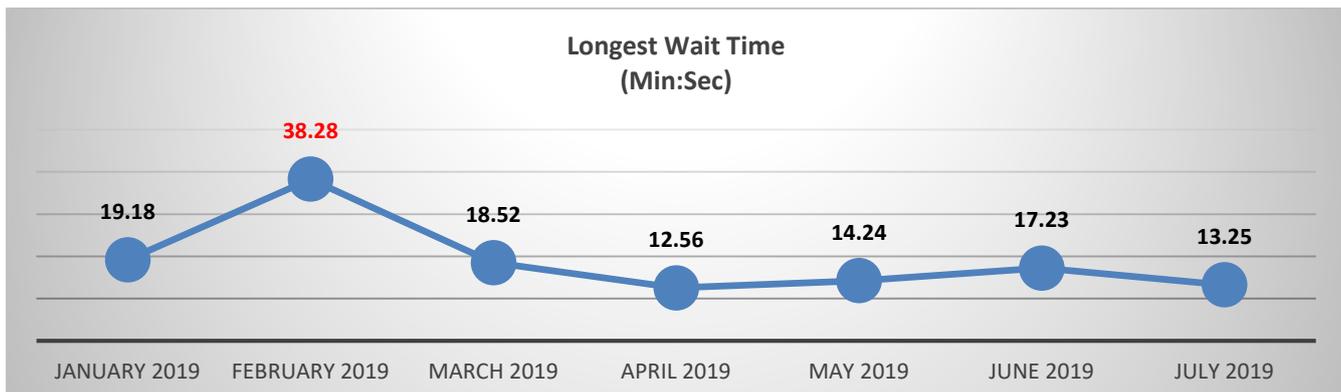
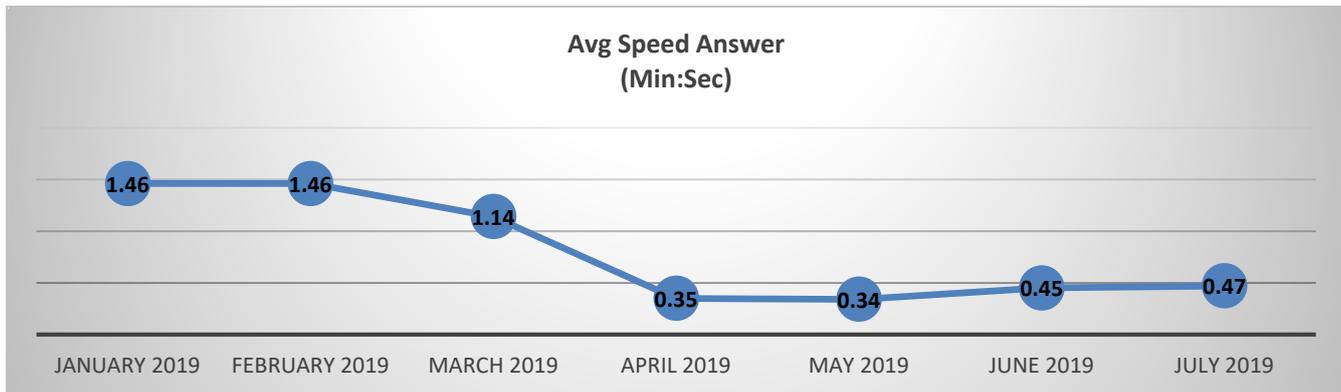
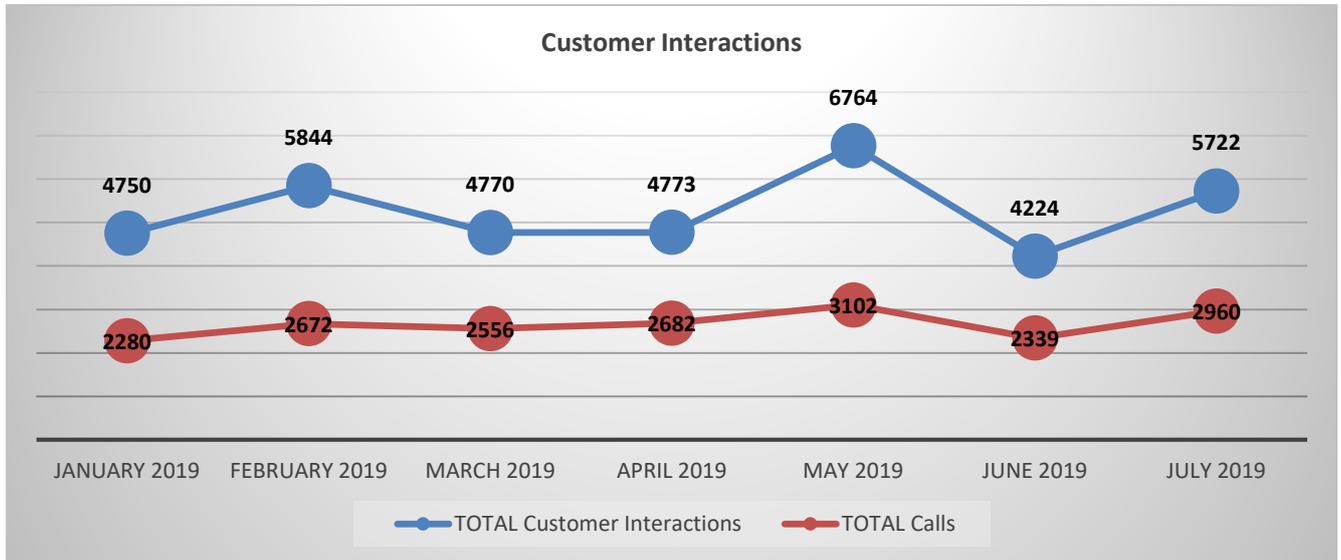
In July 2019, Customer Services had seven full time, one casual and two new team members training, with an average of 2.38 FTE available to answer calls, due to staff sickness (including ACC), annual leave and training, both external and internal. New team members joined the team on 15 July 2019 and are in the midst of being trained using the specific training programme developed for customer services staff, over a period of twelve weeks. Planned annual leave and external training in July was limited due to dog registration renewal and rates instalment one invoices being sent out, which historically generates an increase in customer enquiries.

The quantity of customer interactions was comparable with the same period in 2018. The volume of calls answered increased by 19% and the walk-in interactions increased by 44%; however this may be due to interactions being more accurately recorded. The average call abandonment was maintained at 7% and the average speed of answer maintained at less than 59 seconds. One caller experienced a wait time of 13 minutes 25 seconds on 26 July 2019 due to low staff coverage caused by planned leave, external training and sick leave.

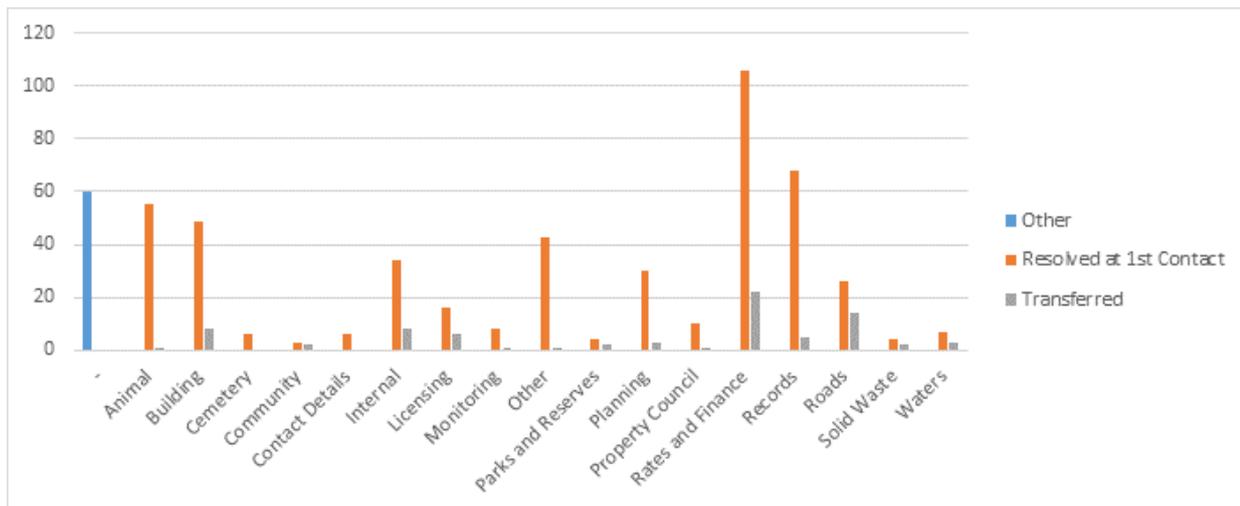
With every customer interaction, we aim to provide a complete service, ensuring we are pre-empting any additional questions that may also need to be addressed for our customers. We understand that while customer-centricity assists with building trust and a solid reputation within the community, Quality Assurance plays an equally important role as it assists with building customer satisfaction.

July Statistics

Total Customer interactions	Emails	Reception	Total Calls	Average speed answer (min:secs)	Average call abandonment (%)	Calls FTE	Longest wait time (min:secs)
5,722	899	1,863	2,960	0.47	7	2.38	13.25



Customer Enquiry Type



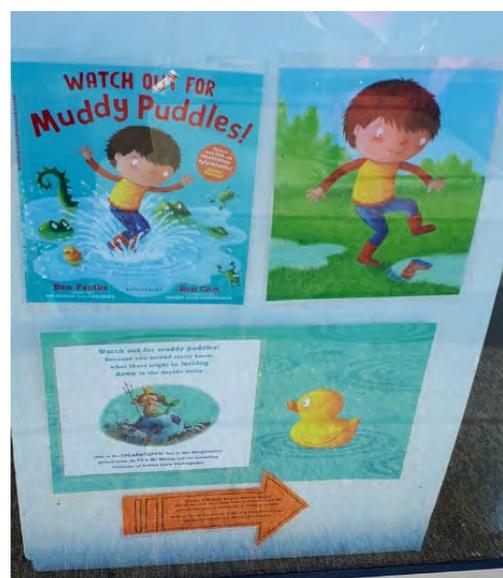
Kaipara Libraries

Community Connections

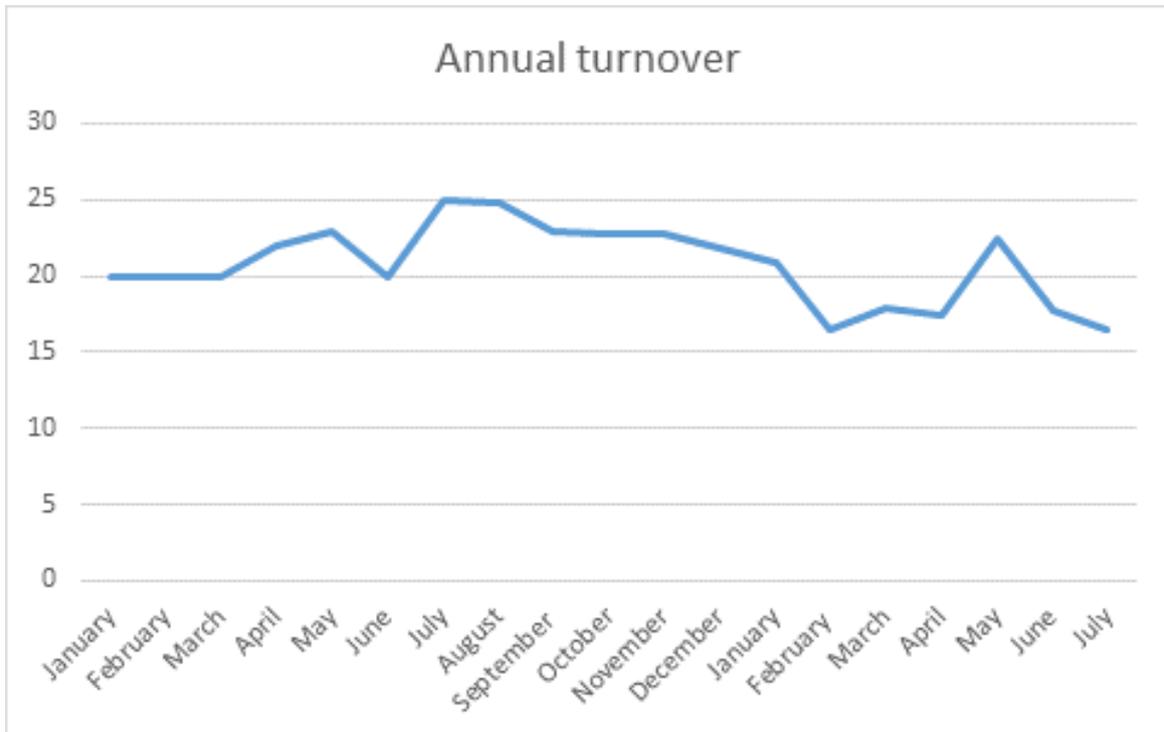
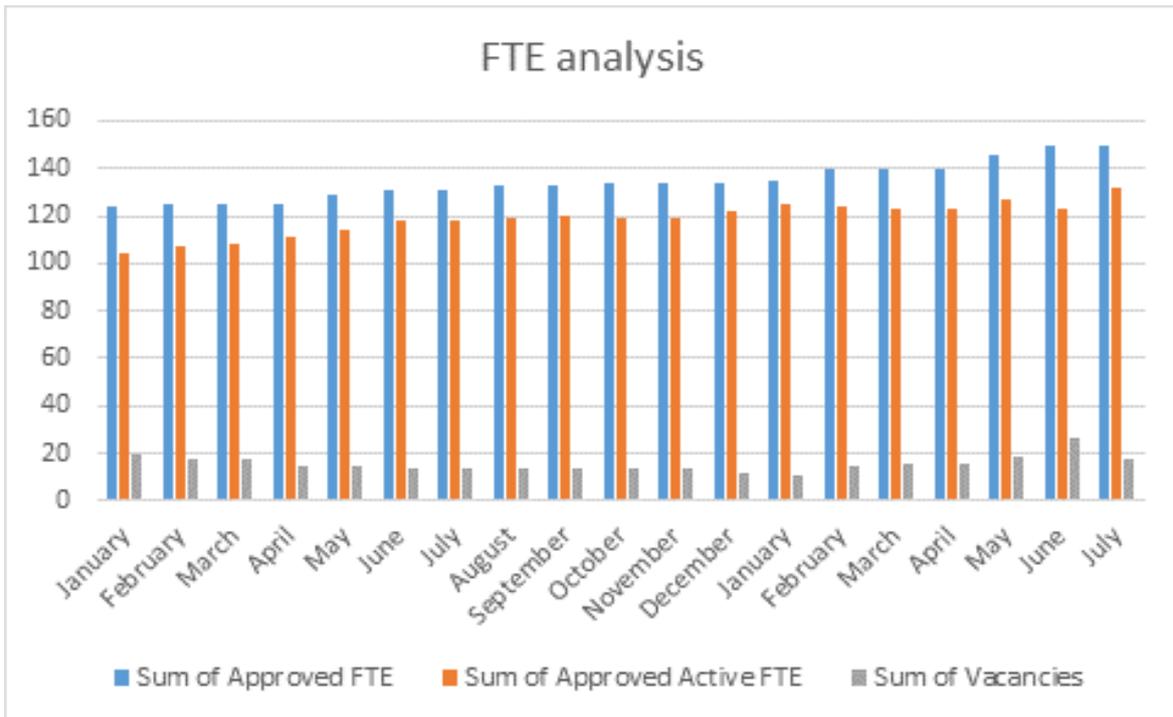
- Paparoa Library ran two school holiday programmes with both being well attended and receiving very positive feedback.
- Dargaville Library staff are providing volunteer training at the community libraries.
- Selwyn Park School reading recovery class visited Dargaville Library. All students joined the library and took out a book. We talked to the group about library services and programmes and read some stories to them.

Dargaville Library

- We broke door count records with 3,200 people in the library on the weekdays during the school holidays. This is an average of 320 people per day compared with an average of 200 people per day in 2017. We successfully engaged with an extra 1,000 people over the school holidays.
- Dargaville Library's holiday programme included a winter story walk with Watch out for Muddy Puddles by Ben Faulk and a rainy day craft in the library. All participants were encouraged to enter a draw to win some book prizes. Prizes were awarded to four lucky draw winners.



10 People and Capability



11 Health and Safety

Workplace Health and Safety Management Report (July 2019)

KDC Staff OH&S events

Incident type	Events for month
Near miss	0
Hazard	0
Occupational violence	0
Property damage	0
Occupational violence	1
First aid treatment	1
Medical treatment injury	1
Lost time injury	0
Environmental incident	0

KDC Public OH&S Event

Incident type	Events for month
Near miss	1
Hazards	2
Property damage	1
Occupational illness	0
First aid treatment	0
Medical treatment injury	0
Lost time injury	0
Notifiable event	0
Environmental incident	0
Other	0

KDC Contractors OH&S Event

Incident type	Events for month
Near Miss	1
Incident	1
Property damage	2
Hazard reports	2
Occupational violence	1
Occupational Illness	0
First aid case	2
Medical treatment/lost time injury	2
Notifiable event	0
Environmental incident	0
Dangerous activity/unsafe act	1
Traffic management incidents	1

c) Contract acceptances

Contract 923: Tomarata Bridge Strengthening 2019/2020

Price: \$2,048,757.66

Contract Manager: GHD

Tender Method: Price Quality Method

Awarded to: Freyssinet New Zealand Ltd

No. of Tenders: 4

Budget: \$2,365,000

d) Looking ahead

Tuesday 03 September	Pou Tu Te Rangī Harding Park Committee	Lighthouse Function Centre	2.00pm
Thursday 05 September	Council Briefing	Dargaville Town Hall	9.30am
Wednesday 11 September	Audit, Risk and Finance Committee	Mangawhai Club	10.00am
Tuesday 24 September	Funding Committee (RTF)	Dargaville Town Hall	2.00pm
Thursday 26 September	Council Meeting	Mangawhai Club	9.30am
Wednesday 02 October	Funding Committee (CCS)	Dargaville Town Hall	2.00pm
Thursday 10 October	Council Meeting	TBC	9.30am

5.5 Resolutions Register update

Governance Advisor 1202.05

Recommended

That Kaipara District Council notes the Resolutions Register dated 16 August 2019.

Kaipara District Council
Resolutions Register at 21 August 2019

Ref	Meeting Date	Agenda Item Number	Item Name	Details	Assigned	Status	Comments	Due
1	11/07/2017	1.7.2	Notice of Motion 2	1) That the Chief Executive develop a policy for the appointment of independent commissioners; and 2) That the policy include: a) the process for Council appointment to, and removal from the list of commissioners; and b) standardising of commissioner remuneration; and c) the requirement for Council approval of appointments of commissioners for resource consent hearings, and a procedure for appointment including: i) an alphabetical acceptance and refusal process to remove bias; and ii) a public register recording the process followed in point a); and iii) a process allowing applicants to refer disputes over appointments decisions to Council for resolution; and iv) mechanisms to allow qualified elected members to sit on hearing panels if Council decides to do so.	GM RPP	In Progress	Terms of Reference for the Planning and Regulatory Working Group is under consideration by Councillors and included in the March 2018 Council agenda. The intention is that this Working Group review the policy. Working group met on 11 April 2018. Staff to create a policy based on guidance from this meeting. Policy Team is aiming to have a draft ready as soon as possible and no later than December.	Dec 2019
2				3) That the Chief Executive work with a committee to be recommended by the Mayor in developing the policy and procedure	GM RPP	Completed	As above	Feb 2019
3				4) That any related current delegations be amended to reflect policy	GM RPP	In Progress	As above. Policy team has made recommendations for updates to Delegations register, when policy adopted the delegations contained within this Policy will also need to be registered.	July 2019
4				5) That the policy be presented to Council for approval at 09 October 2017 meeting.	GM RPP	In Progress	Draft policy presented to Regulatory Working Group on 11 February 2019 for discussion. Draft Policy presented to Council at Briefing meeting 4 April 2019. Policy was workshopped again at Regulatory Working Group meeting on 17 April 2019. Final Draft Policy being reviewed by the Working Group in July, to be presented to full Council in August or September 2019.	September 2019
5	26/09/2017	6.6	Stopbank reinstatement - land known as Section 73 75 part 44 Block XV of the Tokatoka Survey District	Delegates responsibility to the interim Chief Executive to complete any associated works for the stopbank reinstatement of Raupo Drainage District flood protection based on feedback from community consultation and expert advice	GM I	In Progress	See update below. Date changed to reflect prolonged land access issues.	June 2020
6				Notes that the works are to be funded by Raupo Drainage Targeted Rate.	GM I	In Progress		
7	11/12/2017	6.5	Mangawhai Museum Partial Surrender of Lease	Approves the Partial Surrender of the Lease by the Mangawhai Museum	GM R,F&IT (JB)	Completed		
8				Approves the grant to the Mangawhai Museum of a non-exclusive licence to use the surrendered area for the use permitted in its lease	GM R,F&IT (JB)	In Progress	Report on the Museum lease variation request going to Mangawhai Community Park Governance Committee meeting on 15 July.	Dec 2019

9				Delegates to the Acting Chief Executive responsibility for the finalisation of the Deed of Partial Surrender of Lease	GM R,F&IT (JB)	In Progress	The Deed of Partial Surrender can be finalised now with updated plans. However, the Museum has advised they now want a new lease rather than a partial surrender. They have been advised the policy is now for LTO rather than lease. A draft LTO has been provided to the Museum for their consideration. 15 April, Museum agreed to sign lease if Council can seal ground the carpark area they are surrendering. An options report will be brought to the Mangawhai Community Park Governance Committee meeting on 15 July 2019.	Feb 2020
10	25/01/2018	7.4	Reserve Contributions (use of) Policy: Adoption of reviewed Policy	Approves the reviewed Reserve Contributions (use of) Policy as amended at the Reserve Contributions Committee's meeting on 18 January 2018 (as Attachment 2 of the above mentioned report) and at this Council meeting on 25 January 2018	GM RPP	Completed		
11				Consults on the reviewed Policy as part of the draft Long Term Plan process	GM RPP	Completed	Adopted at May 2018 Council meeting.	June 2018
12				Prioritises the review of Reserves and Open Space Strategy (ROSS)	GM RPP	In Progress	Review underway. Pre consultation with key stakeholders. A briefing to Council was provided in Nov 2018. A workshop was planned with Council in April, however due to staff capacity constraints, legal timeframes and required tasks for both the Dog Control Policy and Bylaw and Taharoa Domain Bylaw, review has been postponed this matter till later in the year.	Aug 2019
13	23/05/2018	5.1.3	Issues and Options: Reserve Contributions	Adopts the Reserve Contributions (use of) Policy as consulted on in the Consultation Document for the Long Term Plan 2018/2028 effective from 01 July 2018		Completed	Approved as part of the LTP.	
14				Continues to fund the existing \$100,000 p.a. budgets (\$150,000 for Mangawhai Park for 2018/2019 year only) for each of the three priority parks from reserve contributions as a priority over other reserve projects (and without being required to participate in the contestable funding round), until an alternative funding source is arranged, subject to each governance committee providing a business plan that conforms to the funding criteria of the policy	GM R, IT&F, GSD (IL)	Completed	Approved as part of the LTP. Council agreed contestable funding and catchment funding on 02 May 2019. Criteria to be agreed for contestable fund on 30 May 2019.	May 2019
15				Directs the Chief Executive to advertise the contestable funding round in July 2018 in accordance with the new policy	GM GSD (DL)	In Progress	The fund opened for applications on 1 July 2019 and closes on 13 September 2019.	July 2019
16				Directs the Chief Executive to investigate the provision of alternative funding sources for the region's priority parks and other reserves on completion of the reviews of the Reserves and Open Spaces Strategy (ROSS) and the Reserve Management Plans to ensure there will be sufficient funding for their capital works programmes	GM R,IT&F	In Progress	Awaiting ROSS review.	
17		5.1.7	Issues and Options: Mangawhai Community Wastewater Scheme	Approves the inclusion of \$20.05 million in the Long Term Plan 2018/2028 for the upgrade and extension of the Mangawhai Community Wastewater Scheme to accommodate new connections	GM GSD	Completed	Approved as part of the LTP.	
18				Agrees that the \$20.05 million shall be funded through debt	GM GSD	Completed	Approved as part of the LTP.	
19				Agrees that the growth portion of \$20.05 million debt servicing and financing be levied on future connections with the associated revenue raised from development contributions	GM GSD	Completed	Approved as part of the LTP.	

20			Notes that investigations of future disposal options to provide additional disposal capacity will be undertaken concurrently and a preferred option recommended to Council for approval	GM I	In Progress	Looking to amend existing consent to increase capacity for future disposal as an initial option (estimate existing farm has 8-10 years' capacity). Drafting RFP document to procure a supplier to undertake assessment of and identify the preferred best practicable long term disposal option. Will then progress acquiring the necessary resource consents for the preferred long term disposal option.	February 2020
21		5.1.15	Issues and Options: Pensioner Housing	GM R,IT&F (JB)	in progress	Pensioners to be provided for first before any discussion occurs on land. Ongoing	Dec 2019
22			Requests the Chief Executive reports the results of the investigation to Council	GM R,IT&F (JB)	In Progress	The results of the above will be communicated to Council	Dec 2019
23	26/07/2018	4.11	Mangawhai golf course Reserve status exchange and Golf Club surrender of lease / variation of lease or grant of new licence	GM R,IT&F	In Progress	In negotiation with Golf Club on terms and conditions in respect of Surrender and LTO. Brookfields changing license for input from Golf Club. Revised LTO sent May 2019. Meeting was held with the Golf Club in June to discuss the last remaining substantive issue which is related to the rent review clause. The Club to provide a proposed revision in near future.	September 2019
24			Directs the Chief Executive to publically notify Council's intention to grant the Mangawhai Golf Club a new Licence to Occupy as required in section 119 of the Reserves Act 1977, and to report back to Council on the results of this consultation so that Council can consider any submissions received in accordance with section 120 of the Reserves Act 1977	GM R,IT&F	In Progress	Notification was done in August, No objections received. Once the LTO and Surrender deed are finalised this will be reported to Council for final decision.	September 2019
25	23/08/2018	4.5	Road stopping and amalgamation: 623 Golden Stairs Road, Paparaoa	GM I	In Progress	Deposit payment of \$3450.00 incl GST was received on the 6.11.2018. Waiting for the Purchaser to arrange the Legalisation Survey Plan for the subject Land at their cost. Once the Survey Office Plan is approved by LINZ the Purchaser is to pay the balance (\$4,800.00 + GST). 623 Golden Stairs Road – The Owner was to provide an approved survey plan within 6 months of the agreement dated 20.09.2018 but following a recommendation from The Property Group (formerly Crown Properties) a 3 month extension was granted.	June 2019
26			Delegates authority to the Chief Executive to finalise the sale of the stopped portion of road of the section of Golden Stairs Road in Paparaoa, as marked red on aerial map (see Attachment 2 to the afore mentioned report)	GM I	In Progress	The road stopping gazette notice has been approved. An invoice has been sent to The Property Group so they can arrange payment with the Owners.	June 2019
27	20/11/2018	4.7	Murphy Bower Stopbank Options Report	GM I	In Progress	Meeting with landowner was requested but not accepted. Details sent to landowner's legal advisors. If no agreement can be reached with the landowner regarding approval to enter private property to undertake the works, then Council will need to proceed with statutory process to obtain authority to enter property to construct the public works. - No contact from the landowner as promised on 31 May. KDC engaged legal representation.	June 2020

28				Resolves to defer the following Raupo Drainage District capital works and operational projects to fund the proposed stopbank: a) \$128,000 to come from financial year capital works projects; b) \$50,000 from Management services (identified to start hydraulic modelling); c) \$42,000 from the stopbank maintenance budget	GM I	Completed		June 2019
29				Resolves to approve an additional Raupo Drainage District capital budget of \$45,000 to be loan funded	GM I	Completed		June 2019
30	20/12/2018	4.4	Draft Annual Plan 2019/20	Agrees that the Chief Executive prepares the draft Annual Plan 2019/2020 with an estimated average rates increase of 5.26% (after consideration for growth of 1% and exclusive of water supply rates), after reducing the Chief Executive's legal fees budget by \$169,000 to meet the shortfall and manage resource consent demand	GM R,IT&F GM GSD	Completed	Annual Plan has been compiled with this direction.	June 2019
31				Agrees that the estimated total rates increase of 5.26% (after consideration for growth of 1% and exclusive of water supply rates) for the draft Annual Plan 2019/2020 is not material and that formal consultation on the rates increase is not required	GM R,IT&F GM GSD	Completed	Annual Plan has been compiled with this direction.	June 2019
32				Agrees that a comprehensive communication and engagement plan be delivered to inform and educate the community on the draft Annual Plan 2019/2020	GM GSD	Completed	Final stage of the education component operated in August including rates newsletter, website, media release and newspaper articles.	August 2019
33	28/02/2019	4.1	Notice of Motion dated 28 February 2019	a) Establishes an award for Kaipara citizens (and/or organisations), who have contributed to the environmental good of the Kaipara District.	GM RPP	In Progress	Policy team currently researching similar award policies from other Territorial Authorities	Oct 2019
34				b) Agrees that this award is judged on environmental leadership and actions including (but not restricted to) the protection, enhancement, and kaitiakitanga of natural resources and ecosystems; sustainability in enterprise, and environmental education and awareness raising.	GM RPP	In Progress	The policy team are reviewing other Council environmental award programmes and will draft up a suitable one for KDC.	Dec 2019
35				c) Agrees that a committee of suitably informed and qualified members will be established for determining the award recipient(s)	GM RPP & GM GSD	In Progress	Once the parameters of the award programme are determined a recommendation for committee structure will be proposed.	Dec 2019
36				d) Requests that the Chief Executive i. drafts an Award Policy with the frequency (to be determined), categories, and criteria for this Kaipara Environmental Award; ii. drafts a Terms of Reference for the establishment of the aforementioned Committee; iii. brings the draft Policy and Terms of Reference back to Council for approval, with a report that includes any possible costs to council for the establishment of the Award and the Committee.	GM RPP & GM GSD	In Progress	Once the policy is drafted a terms of reference will be prepared for consideration.	Dec 2019
37		5.4	Road Stopping and Inundation of an Unformed Legal Road: Roberts West Road, Dargaville	Agrees to the stopping of a portion of the section of Roberts West Road in Dargaville (approximately 1,538.6 metres of unformed road) as shown in Attachment 1 of the aforementioned report, under s342 of the Local Government Act 1974.	GM I	In Progress	Northland Fish & Game to consult with Te Roroa and Te Uri o Hau to seek agreement on the proposed inundation. Roberts West Road – Waiting for Fish & Game to approach Te Roroa and Te Uri o Hau as it is one of the condition in the contract agreement. Staff are awaiting response from Fish & Game to come back with agreement with Te Roroa and Te Uri o Hau.	Sep 2019

38	28/03/2019	4.3	Notice of Motion 3, Councillor Jonathan Larsen	a) That Council directs the Chief Executive to prepare a report on the feasibility of designing and building a pedestrian bridge or shared path (walking and cycling) bridge beside the Insley Street (Tomarata Road) bridge; and b) That the report include an assessment of requirements for community consultation to complete the bridge earlier than currently scheduled (after 2028) in the Mangawhai Community Plan (MCP) and any funding implications; and c) That the report be brought back to a subsequent Council meeting (to be determined by agreement abased on workload and resourcing).	GM I	In Progress	The scope for the Business Case (BC) is being developed following positive discussions with NZTA. The walking and cycling Business Case will include the corridor from Mangawhai Heads through to the Village and south of the bridge. The BC will include the bridge. It is noted that the structural capacity of the bridge (even following remediation) will not support a 'clip on' structure. It is more likely that a separate structure will be required. It is expected that the Business Case will be completed this financial year. Once it has been confirmed whether the project is a subsidised project or not (this will confirm Council's cost), we can consult with the community to confirm the priority of the shared path project and the Insley Street pedestrian bridge.	June 2020
39	2/05/2019	4.3	Taharoa Domain Bylaw 2019 – Adoption	Adopts the Taharoa Domain Bylaw 2019 as presented in Attachment C to this Report.	GM RPP	Completed		
40				Delegates the Chief Executive to make the Taharoa Domain Bylaw 2019 operative when final signoff has been received by the Department of Conservation.	GM RPP	In Progress	DOC have been informed of the request. We are awaiting their response and formal sign off.	June 2019
41				Delegates the Chief Executive as an authorised Officer under the Taharoa Domain Bylaw 2019 and to exercise the powers of an Officer under Part 5 of the Reserves Act 1977.	GM RPP	Completed		
42				Delegates the Chief Executive to investigate appropriate and effective enforcement of the final Taharoa Domain Bylaw 2019, with appropriate delegations.	GM RPP	In Progress	Proposed workshop being established with Taharoa Committee, Harbourmaster, DOC, Mana Whenua and staff to establish an enforcement plan. Workshop to be held on 24 July 2019.	July 2019
43				Delegates to the Mayor and Chief Executive the authorisation to approve minor editorial changes as discussed at the meeting.	GM RPP	Completed		
44	30/05/2019	4.1	Notice of Motion, Deputy Mayor Peter Wethey	a) Contract an audit of the processes and procedures used by the Council's Regulatory team in their assessment of all resource consent applications that are received by Council. b) This audit to measure the efficiency by which these assessments are conducted so that Council can better gauge whether the current human resources allocated to this task match the work load generated by the volume of applications received. c) That a statistically relevant sample of applicants who have submitted consent applications to Council within the last 12 months, are surveyed as part of this audit and so determine Council's reputational standing for the handling of this activity. d) That the audit be carried out by a suitably qualified, independent, third party contractor. e) That the results of the audit be reported back no later than the Council meeting scheduled for 29 August 2019.	GM RPP	In Progress	Quality Audit - Pua Planning have been appointed to carry out the biannual review to assess the quality of decision making on RC applications. This review was initiated in April and is almost complete. It will provide comparison with the quality audit of 2017. Efficiency review - Barker and Associates have been appointed to undertake this review of the process and procedures and work will commence at the end of June. The output of this work is planned to come to the August Council meeting.	Aug 2019
45		5.4	Proposed Regional Plan Decisions	Resolves that no appeal is lodged against the decisions of the Northland Regional Council	GM RPP	In Progress	Not appealing as Whangarei District Council who were the lead appellant has decided against appealing. KDC will join any other appeal of interest to Council.	August 2019

46				Delegates to the General Manager Regulatory, Planning and Policy the decision to join as a section 274 party to any appeal that may be lodged	GM RPP	In Progress	Will Respond if appeals have been lodged in which Council has an interest.	August 2019
47		5.5	Temporary Road Closure Approval – Spirit of Matariki 2019	Approves the application for the temporary road closure of Victoria Street, Dargaville within the vicinity of the band rotunda and Central Hotel, and includes the intersection of Edward Street, Dargaville as shown on the proposed Traffic Management Diagram (Attachment A to this report) on Saturday 06 July 2019 from 3pm to 10pm. A condition of approval being the event organiser to do a letter drop to all businesses/residents located within the road closure	GM I	Completed	Applicants have been notified of approval from Council and reminded of letter drop condition. We are currently awaiting confirmation of the letter drop.	July 2019
48	27/06/2019	4.4	Policy on Dogs and Dog Management Bylaw 2019 – Adoption	Adopts the Policy on Dogs and Dog Management Bylaw 2019 as presented in Attachment C to the circulated "Policy on Dogs and Dog Management Bylaw 2019 – Adoption" report	GM RPP	Completed		
49				Directs the Chief Executive to undertake a review of the effectiveness of the Policy on Dogs and Dog Management Bylaw 2019, 12 months after its adoption and to report back to Council on the review findings	GM RPP	In Progress		
50	25/07/2019	4.1	Temporary Telecommunications Tower	Approves the installation of a temporary telecommunications tower at 209 Molesworth Drive by Spark New Zealand on the land leased to Mangawhai Bowl(s) Club Lease and sub-leased to the Mangawhai Club from 01 August 2019 to 31 January 2020	GM R,IT & F	Completed	Approved by Council and relayed to Spark	
51				Delegates to the Chief Executive responsibility for negotiating the terms and conditions of the agreement for the installation a temporary telecommunications tower at this location	GM R,IT & F	In Progress	Currently being Negotiated. Finalised by Sept 2019	Sept 2019
52				4.2	Contract 923 – Tomarata Bridge (Insley Street) Repair 2019/2020	Approves the award of 'Contract 923 – Tomarata Bridge Repair' to Freyssinet New Zealand Ltd for the contract value of \$2,048,757.66	GM I	Completed
53	Notes the transfer of budget allocation from 'Roadworks – unsealed' to 'Bridges and Structures'	GM I	Completed					

6 Public Excluded Council agenda items 29 August 2019

Recommended

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

- *Confirmation of Public Excluded Council minutes 25 July 2019;*
- *Public Excluded Committee minutes confirmed in July 2019;*
- *Provincial Growth Fund – Kaipara KickStart Roading Package Funding Agreement 1; and*
- *Chief Executive’s Performance Review (January to June 2019).*

The general subject matter of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under s48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
<i>Confirmation of Public Excluded Council minutes 25 July 2019</i>	<i>S7(2)(g) to maintain legal professional privilege S7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>
<i>Public Excluded Committee minutes confirmed in July 2019</i>	<i>S7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>
<i>Provincial Growth Fund – Kaipara KickStart Roading Package Funding Agreement 1</i>	<i>S7(2)(i) to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>
<i>Chief Executive’s Performance Review (January to June 2019)</i>	<i>S7(2)(a) to protect the privacy of natural persons, including that of deceased natural persons</i>	<i>S48(1) (a) That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</i>

7 Open Council agenda 29 August 2019

Closure

**Kaipara District Council
Dargaville**