



Independent Planning Functions Review

31 July 2019



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

- Quality planning outcomes for the District;
- Efficiency of process in relation to costs and timeframes; and
- A framework established for continuous improvement;



KAIPARA DISTRICT
Kaipara te Orangakui • Two Oceans Two Harbours

Purpose



- Review of the organisational structure.
- Systems review with resource consent and district plan/policy team leaders.
- Staff interviews.
- Review of a random sample of resource consents.
- External stakeholder interviews.
- Prepare an updated report.

Process



- Positive changes since 2017 – continuous improvement.
- KDC has positive, passionate and hard-working staff.
 - Staff chose to work at KDC due to the positive impact and benefit they can have on the Kaipara District.
- Planning regulatory functions – consents and policy – are complex and challenging. Increased difficulties due to:
 - No EPlan.
 - Old District Plan and out of date rule framework.
 - No GIS system.
- Allocated resourcing is necessary to undertake planning functions and see continuous improvement.



Key Findings



- Approximately 43% of the organisation sits under one executive.
- KDC receive, and are processing a high number of consents.
- NMS data
 - Only comparable data available.
 - 2017/18 data – 355 consents, 87% processed on time by 8 staff.
- Staff work long hours to try to meet statutory time frames and achieve quality planning outcomes.

Context

B&A
Urban & Environmental

- KDC are understaffed due to current vacancies.
- Requirement for up to date, high quality and well functioning GIS.
- Opportunities for more positive engagement and communication with the community.
- Opportunities to improve the prioritisation of work.
- Quality, consistency and application of resource consent conditions needs to be improved.
- Political involvement into planning functions bound by statutory requirements needs to be clearly defined.
- Improve the utilisation of external consultants.

Findings

B&A
Urban & Environmental

- Balance and evenly distribute responsibilities amongst executive team.
- Upgrade GIS and provide other technological improvements.
- Systems and process improvements – templates, standardised conditions, processing of simple consents, use of consultants.
- Adopt a positive and proactive approach to communications.
- Prioritisation of work – statutory and non-statutory requirements, staff skill sets, experience and capabilities.
- Consolidate consultant base and efficiently and effectively utilise consultants.
- Continued support to recruit the senior vacancies.

Recommendations



- Timing and extent of implementation to be worked through by CEO, executive team and managers.
- Implement changes strategically in small steps and review and monitor for effectiveness prior to more significant improvements being implemented.
- A lot of improvements are scheduled to occur at the start of 2020 e.g. EPlan and GIS.



Implementation of Recommendations



