

Notice is hereby given that a meeting of the Regulatory and Planning Committee will be held in the Council Chambers, 29 Bowler Avenue, Gore, on Tuesday 14 March 2017, following the Operations Committee meeting.



Stephen Parry
Chief Executive

8 March 2017

Agenda

1. Animal Control activities report
Pages 1-4
2. Schedule of building consents
Pages 5-17
3. Report from Building Control Manager
Pages 18-19
4. Service delivery review
Pages 20-87
5. Business to be conducted pursuant to the Local Government Official Information and Meetings Act 1987:
 - Redwood Village

REGULATORY AND PLANNING COMMITTEE AGENDA

TUESDAY 14 MARCH 2016

1. ANIMAL CONTROL ACTIVITIES REPORT FOR NOVEMBER, DECEMBER 2016 AND JANUARY 2017 (David McKewen)**November 2016**

There were 63 reported incidents in November 2016.

One dog was classified as menacing after it acted aggressively towards two other dogs while they were being walked by their owners.

The owners of the dogs that were not registered have been sent infringement notices for failure to register their dogs.

Carol Miller undertook property checks for the dogs that have been classified.

There were a lot of stock callouts In November with stock out on the district's roads.

Customer Requests - Monthly Statistics	Total
Animals – Dog Attacks	0
Animals – Dog Enquires	10
Animals – Dogs Barking	5
Animals – Dogs Lost/ Found	12
Animals – Dogs Rushing	2
Animals – Dogs Wandering	25
Animals - Stock	9
Animals Rehomed	1
Dogs Impounded	12
Stock Impounded	7
Infringement notices	42
Total	125

December 2016

There were 65 reported incidents in December 2016.

There were two dog attacks for the month, with one involving two sheep that had been mauled by a dog. We could not identify the dog that attacked the sheep.

The other was a dog that bit a lady on the left hand and broke her little finger when she was helping to load a truck. As the dog was contained in a vehicle and the door to the vehicle was opened by the victim, no action was taken.

Two dogs were removed from a property where the dogs were still living with a disqualified dog owner.

Customer Requests - Monthly Statistics	Total
Animals – Dog Attacks	2
Animals – Dog Enquires	10
Animals – Dogs Barking	10
Animals – Dogs Lost/ Found	11
Animals – Dogs Rushing	2
Animals – Dogs Wandering	22
Animals - Stock	8
Animals Rehomed	1
Dogs Impounded	17
Stock Impounded	1
Infringement notices	2
Total	86

January 2017

There were 64 reported incidents in January 2017

Animal control staff are currently chasing people up who have yet to register their dogs for 2016/2017. They have started to uplift dogs for not being registered. Overall a quiet month, which could be a result of the school holidays and animals kept entertained.

Customer Requests - Monthly Statistics	Total
Animals – Dog Attacks	1
Animals – Dog Enquires	15
Animals – Dogs Barking	7
Animals – Dogs Lost/ Found	13
Animals – Dogs Rushing	1
Animals – Dogs Wandering	17
Animals - Stock	10
Animals Rehomed	1
Dogs Impounded	9
Stock Impounded	0
Infringement notices	3
Total	77

February 2017

There were 70 reported incidents in February.

There are 3287 registered dogs in the district to date. There are eight dog owners still to register their dogs for the current year.

Staff have undertaken patrols in Hamilton Park and have been speaking with dog owners.

Customer Requests - Monthly Statistics	Total
Animals – Dog Attacks	0
Animals – Dog Enquires	10
Animals – Dogs Barking	12
Animals – Dogs Lost/ Found	18
Animals – Dogs Rushing	0
Animals – Dogs Wandering	25
Animals - Stock	10
Animals Rehomed	3
Dogs Impounded	17
Stock Impounded	0
Infringement notices	2
Total	87

RECOMMENDATION

THAT the report be received.

Animal Control monthly statistics over the last 12 months

	Total YTD	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Animals – Dog Attacks	13	0	3	1	1	2	0	0	3	0	2	1	0
Animals – Dog Enquires	152	4	11	12	10	10	22	16	22	10	10	15	10
Animals – Dogs Barking	128	11	16	9	14	3	15	15	11	5	10	7	12
Animals – Dogs Lost/ Found	141	14	20	13	6	12	9	4	9	12	11	13	18
Animals – Dogs Rushing	14	2	1	3	1	1	1	0	0	2	2	1	0
Animals – Dogs Wandering	295	26	28	19	27	29	22	34	21	25	22	17	25
Animals - Stock	116	10	12	9	9	4	18	12	10	9	8	10	5
Animals Rehomed	17	4	0	1	2	1	3	0	0	1	1	1	3
Dogs Impounded	157	18	16	14	5	10	10	10	19	12	17	9	17
Stock Impounded	11	0	0	1	0	0	0	1	1	7	1	0	0
Infringement notices	73	8	4	1	4	1	4	1	1	42	2	3	2
Total	1117	97	111	83	79	73	104	93	97	125	86	77	92

2. SCHEDULE OF BUILDING CONSENTS

Attached for the Committee's information are schedules of building consents issued for November and December 2016, January and February 2017, together with comparisons for the previous two years.

RECOMMENDATION

THAT the information be received.

Building Consent Statistics

(Includes Certificates of Acceptance)

	2014-2015				2015-2016				2016-2017			
	No. of Consents		Value of Consents \$		No. of Consents		Value of Consents \$		No. of Consents		Value of Consents \$	
July	27	27	1,114,300	<i>1,114,300</i>	26	26	3,625,600	<i>3,625,600</i>	35	35	1,626,942	<i>1,626,942</i>
August	47	74	3,688,714	<i>4,803,014</i>	30	56	6,881,762	<i>10,507,362</i>	37	72	1,017,998	<i>2,644,940</i>
September	42	116	2,370,419	<i>7,173,433</i>	34	90	1,504,891	<i>12,012,253</i>	27	99	1,070,453	<i>3,715,393</i>
October	26	142	1,261,100	<i>8,434,533</i>	27	117	1,961,582	<i>13,973,835</i>	31	130	5,037,700	<i>8,753,093</i>
November	30	172	1,922,650	<i>10,357,183</i>	26	143	2,655,500	<i>16,629,335</i>	39	169	*7,094,086	<i>15,847,179</i>
December	27	199	2,885,599	<i>13,242,782</i>	35	178	3,983,711	<i>20,613,046</i>				
January	13	212	1,010,600	<i>14,253,382</i>	15	193	242,000	<i>20,855,046</i>				
February	25	237	2,748,681	<i>17,002,063</i>	19	212	201,650	<i>21,056,696</i>				
March	29	266	2,994,050	<i>19,996,113</i>	34	246	2,730,700	<i>23,787,396</i>				
April	29	295	4,657,500	<i>24,653,613</i>	29	275	982,514	<i>24,769,910</i>				
May	24	319	473,963	<i>25,127,576</i>	39	314	1,261,281	<i>26,031,191</i>				
June	39	358	3,827,065	<i>28,954,641</i>	31	345	1,505,080	<i>27,536,271</i>				

Italics indicate a running total

**includes Bupa stage 2*

Consents issued over \$40,000

Location	Description of Work	Value of Consent
60 Ruia Street, Gore	Alter existing storage room to create ensuite, re clad exterior wall to Bedroom 1 and 2. Recoat garage walls in plastabrick plaster system	90,000
64 Ruia Street, Gore	Construct a 18m x 12m fully enclosed four bay lean-to farm shed	70,000
13-16 Ardwick Street, Gore	New relocated portacom and new entry	50,000
18-30 McQueen Avenue, Mataura	Construct new amenities to existing boiler house	94,000
17 Hokonui Drive, Gore	Form internal offices and rooms. Remove and rebuilding roof and walls in show room	60,000
28 Jubilee Avenue	Construct re-fuelling slab and foundations for installation of 40,000 litre above ground AVGAS fuel tank and related facilities	93,000
13 Waverley Street, Gore	Construct a 22.5m x 9m gable farm shed	50,000
3 McKellar Street, Gore	Construct 18 new villas with attached garages	3,400,000
241 McKinnon Road	Construct single storey residence complete with attached garage	300,000
5 Hyde Street, Gore	Construct new car wash and vacuum buildings	1,100,000
17 Albany Street, Gore	Construct new single storey townhouse complete with attached garage (unit 1)	325,000
17 Albany Street, Gore	Construct new single storey townhouse complete with attached garage (unit 2)	345,000

350 Craigie Road, Gore	Construct new house and on completion demolish old dwelling	590,000
9 Pomona Street, Gore	Install new fire, extend existing house to add two new bedrooms, ensuite and separate toilet	140,000
553 East Chatton Road	Remove leaking parapets, gutters and roofing. Build new steeper pitched roof with external spouting, repair internal wall framing, replace some roofing and add skylights to porch	60,000

New dwellings (including relocated dwellings) *(financial year)*

2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
32	38	35	34	33	40	31	32	34	30
2012-2013	2013-2014	2014-2015	2015-2016	2016-2017					
36	39	24	41*	27**					

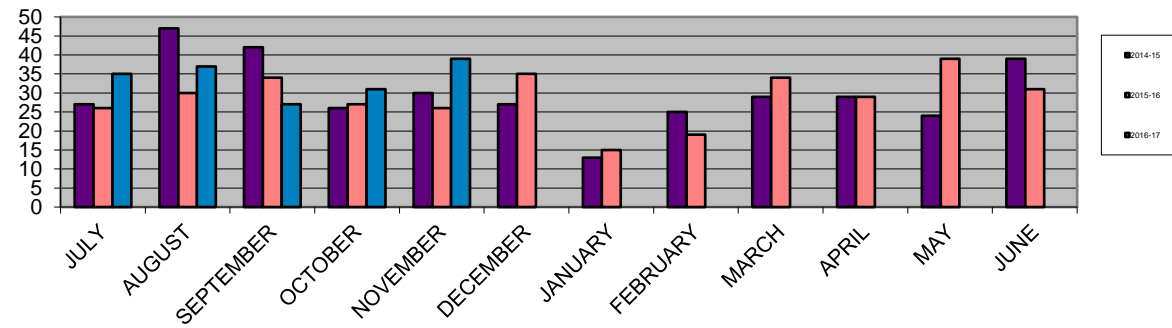
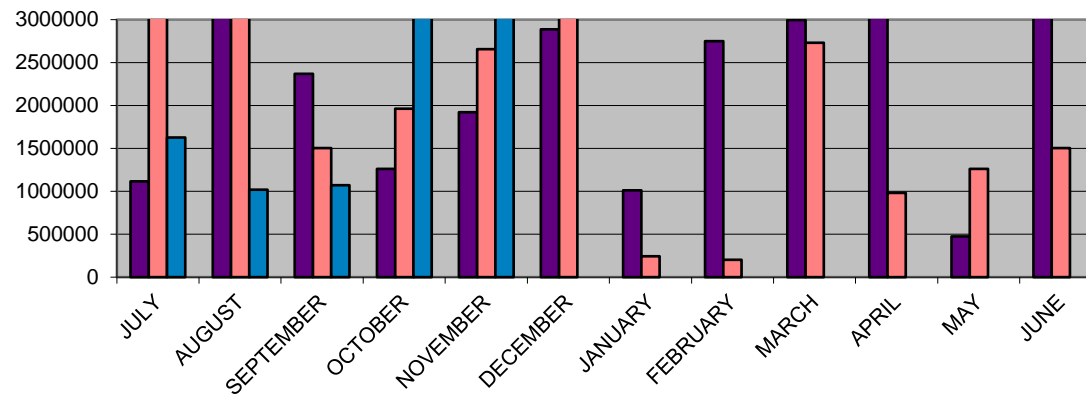
* Includes 19 villa's constructed in stage 1 – Bupa

** Includes 18 villa's constructed in stage 2 – Bupa

Performance statistics

2016-2017	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Average days to grant	4.2	4.0	4.7	6.6	8.6							
Number processed within 20 day limit	35 (100.0%)	37 (100.0%)	27 (100.0%)	31 (100.0%)	39 (100.0%)							
Number in excess of 20 day limit	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)							

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Number of Consents & COA's Issued**Value of Consents & COA's Issued**

Building Consent Statistics

(Includes Certificates of Acceptance)

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June	39	358	3,827,065	<i>28,954,641</i>	31	345	1,505,080	<i>27,536,271</i>				

Italics indicate a running total

**includes Bupa stage 2*

Consents issued over \$40,000

Location	Description of Work	Value of Consent
12 Vogel Street, Gore	Construct new 13m x 8m Totalspan shed for vehicle storage/works	42,000
28 Coutts Road	Remodel of six teaching spaces on Block A2	600,000
67A Broughton Street, Gore	Construct new single storey town house complete with attached garage	325,000
76 Ruia Street, Gore	Construct new four bedroom home	434,000
18-30 McQueen Avenue, Mataura	Construct truck shelter	68,000
19 Ballast Road	Stage 1 of 5 – effluent drainage, drier tower raft foundation, wet process foundations and precast columns to RL 12.0	1,455,000
84 Broughton Street, Gore	Extension to existing butchery	100,000
219A Waimumu Road	Construct a new dwelling with attached garage	650,000
10 Hilbre Avenue, Gore	New lounge addition, garage addition and internal alterations	350,000
19 Ballast Road	Pipebridge structure to carry services from one side of the plant to the other	800,000
9 Toronto Street, Gore	Construct a new 7.5m x 12.5m Totalspan garage	45,000

New dwellings (including relocated dwellings) (*financial year*)

2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
32	38	35	34	33	40	31	32	34	30
2012-2013	2013-2014	2014-2015	2015-2016	2016-2017					
36	39	24	41*	30**					

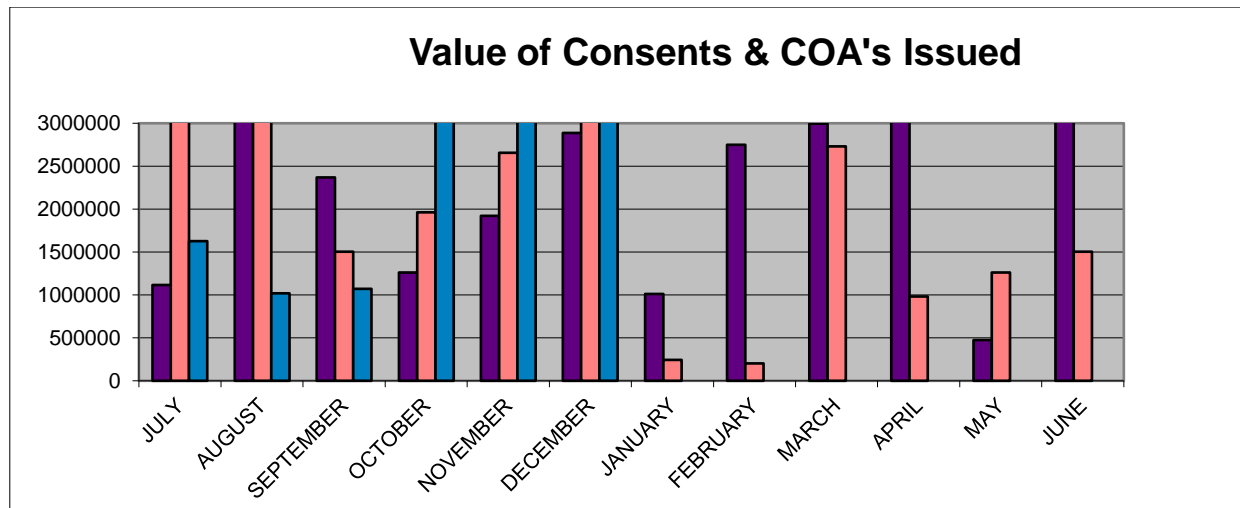
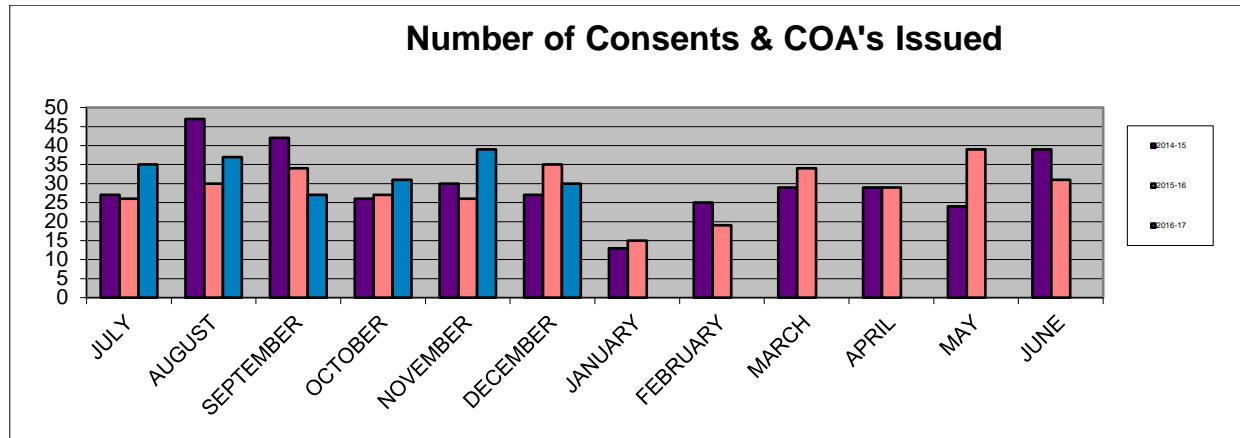
* Includes 19 villa's constructed in stage 1 – Bupa

** Includes 18 villa's constructed in stage 2 – Bupa

Performance statistics

2016-2017	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Average days to grant	4.2	4.0	4.7	6.6	8.6	8.2						
Number processed within 20 day limit	35 (100.0%)	37 (100.0%)	27 (100.0%)	31 (100.0%)	39 (100.0%)	30 (100.0%)						
Number in excess of 20 day limit	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)						

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Building Consent Statistics

(Includes Certificates of Acceptance)

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August	47	74	3,688,714	<i>4,803,014</i>	30	56	6,881,762	<i>10,507,362</i>	37	72	1,017,998	<i>2,644,940</i>
September	42	116	2,370,419	<i>7,173,433</i>	34	90	1,504,891	<i>12,012,253</i>	27	99	1,070,453	<i>3,715,393</i>
October	26	142	1,261,100	<i>8,434,533</i>	27	117	1,961,582	<i>13,973,835</i>	31	130	5,037,700	<i>8,753,093</i>
November	30	172	1,922,650	<i>10,357,183</i>	26	143	2,655,500	<i>16,629,335</i>	39	169	*7,094,086	<i>15,847,179</i>
December	27	199	2,885,599	<i>13,242,782</i>	35	178	3,983,711	<i>20,613,046</i>	30	199	5,000,982	<i>20,848,161</i>
January	13	212	1,010,600	<i>14,253,382</i>	15	193	242,000	<i>20,855,046</i>	17	216	**11,838,200	<i>32,686,361</i>
February	25	237	2,748,681	<i>17,002,063</i>	19	212	201,650	<i>21,056,696</i>				
March	29	266	2,994,050	<i>19,996,113</i>	34	246	2,730,700	<i>23,787,396</i>				
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June	39	358	3,827,065	<i>28,954,641</i>	31	345	1,505,080	<i>27,536,271</i>				

Italics indicate a running total

**includes Bupa stage 2*

*** includes St Johns and Stage 2 MVM*

Consents issued over \$40,000

Location	Description of Work	Value of Consent
35 Charlton Road, Gore	Construct new St Johns Ambulance station and training centre	1,333,000
19 Ballast Road	Stage 2 of 5 – Drier tower structure to RL 12.0. Wet process and ingredient tower structure to RL 6.7. Warehouse structure and raw milk area.	9,665,000
31 William Street, Gore	Remove existing garage and build new Versatile garage and sleep out	40,700
19 Ballast Road	State 1 of MVM Boiler Project – Construction of the base section of the coal reception. Receiving hopper is supported. Generating steam for the process site.	600,000
132 Frank Street, Gore	Extension to existing east side of house by adding master bedroom	80,000

New dwellings (including relocated dwellings) (*financial year*)

2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
32	38	35	34	33	40	31	32	34	30
2012-2013	2013-2014	2014-2015	2015-2016	2016-2017					
36	39	24	41*	30**					

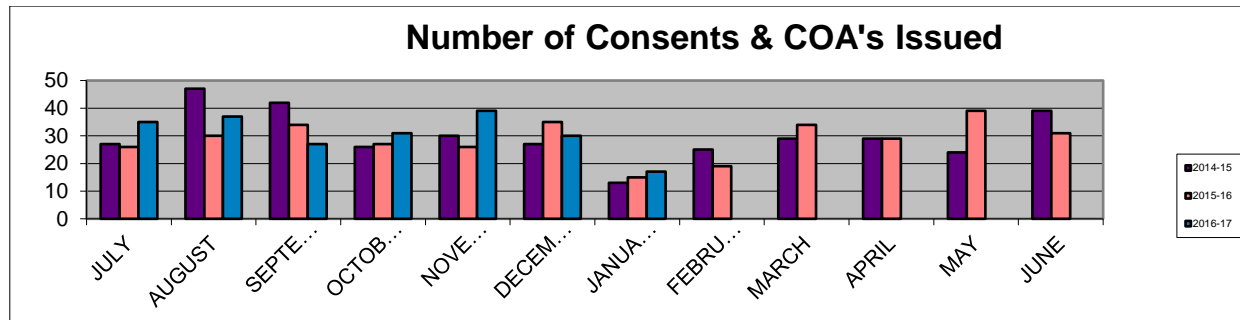
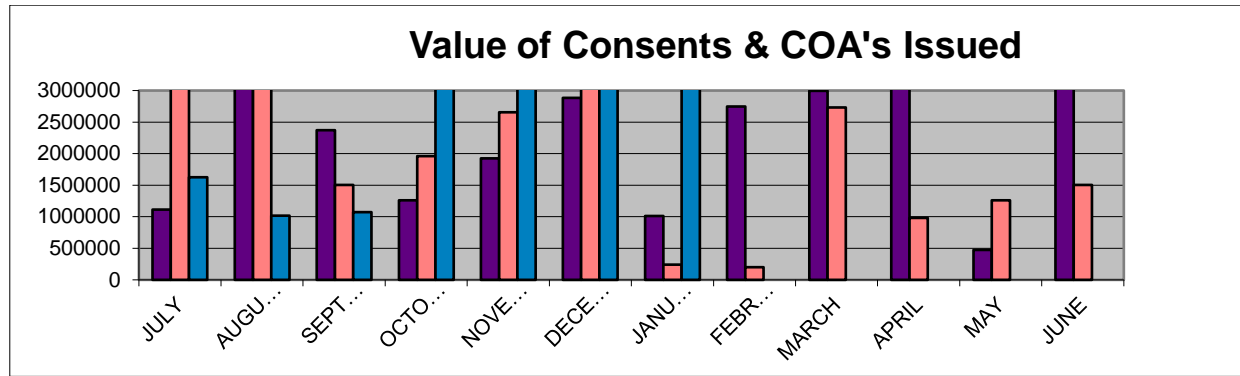
* Includes 19 villa's constructed in stage 1 – Bupa

** Includes 18 villa's constructed in stage 2 – Bupa

Performance statistics

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Number in excess of 20 day limit	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)					

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Building Consent Statistics

(Includes Certificates of Acceptance)

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February	25	237	2,748,681	<i>17,002,063</i>	19	212	201,650	<i>21,056,696</i>	26	242	718,900	<i>33,405,261</i>
March	29	266	2,994,050	<i>19,996,113</i>	34	246	2,730,700	<i>23,787,396</i>				
April	29	295	4,657,500	<i>24,653,613</i>	29	275	982,514	<i>24,769,910</i>				
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June	39	358	3,827,065	<i>28,954,641</i>	31	345	1,505,080	<i>27,536,271</i>				

Italics indicate a running total

**includes Bupa stage 2*

*** includes St Johns and Stage 2 MVM*

Consents issued over \$40,000

Location	Description of Work	Value of Consent
5 Lyne Street, Gore	New residence	340,000
221 McKinnon Road	New shed for farm accessory storage	40,000

New dwellings (including relocated dwellings) (*financial year*)

2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
32	38	35	34	33	40	31	32	34	30
2012-2013	2013-2014	2014-2015	2015-2016	2016-2017					
36	39	24	41*	31**					

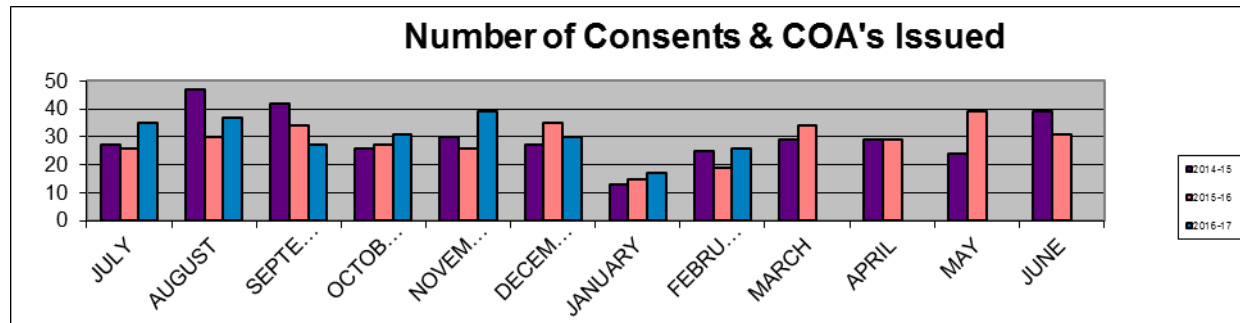
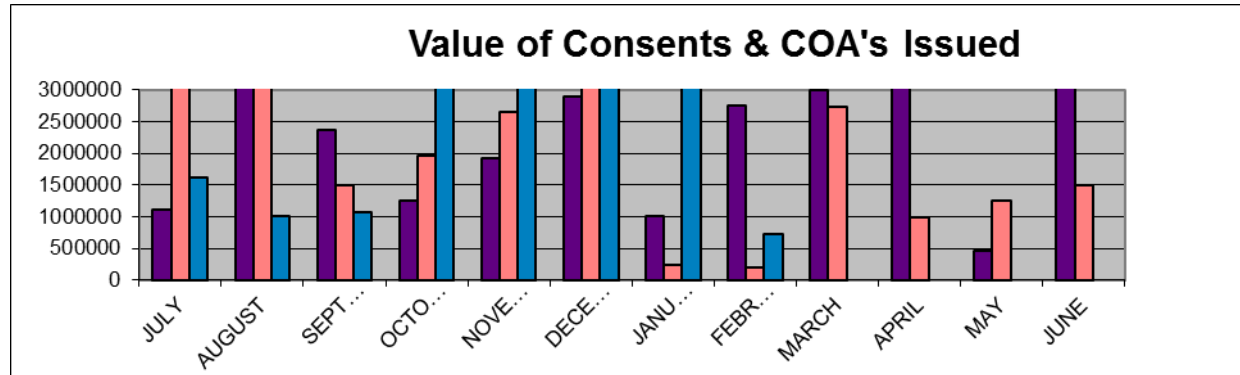
* Includes 19 villa's constructed in stage 1 – Bupa

** Includes 18 villa's constructed in stage 2 – Bupa

Performance statistics

2016-2017	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Average days to grant	4.2	4.0	4.7	6.6	8.6	8.2	4.2	5.1				
Number processed within 20 day limit	35 (100.0%)	37 (100.0%)	27 (100.0%)	31 (100.0%)	39 (100.0%)	30 (100.0%)	17 (100.0%)	26 (100.0%)				
Number in excess of 20 day limit	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)				

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3. REPORT FROM BUILDING CONTROL MANAGER ON BUILDING CONTROL ACTIVITIES FOR NOVEMBER, DECEMBER 2016 AND JANUARY, FEBRUARY 2017

BCA activity

This report covers an extended period of four months (second quarter) mainly due to the recess over the festive break and the timing of the last regulatory committee meeting, held on 22 November 2016.

Work had begun on the second stage of the BUPA retirement village, with a further 18 villas having been approved to be built. It is believed some out of town builders are involved with the build at the moment. Private residential work is steady across the district with many builders fully booked for several months.

New commercial projects under way at present include:

- Mataura Valley Milk – stage 2 (drier tower structure, wet process tower and warehouse) and the Hyde Street car wash. The new St John's ambulance centre is due to begin shortly as well.
- Some significant alteration work is also taking place in the commercial sector. These jobs include GWD Russells/Tyreland upgrade, alteration of services during the Gore High School (GHS) hostel demolition, alteration of 6 x GHS classrooms, Ewan Allan Honda upgrade, and Churchy's Meats shop rebuild.

Existing consents also get our close attention especially as they reach the 24 month expiry date or when a property enquiry uncovers historic consents that are still alive on our files. Prospective buyers are far more vigilant now and generally involve their legal professional when considering a property to purchase. This often triggers older building consents to get completed by the current owners as part of a settlement.

Consent Statistics

A total of 112 building consents have been granted for issue during the second quarter which compares favourably with a total of 95 for the same period in each of the previous two years figures. A breakdown of the consent numbers are as follows;

November – 39 (average time to grant consent 8.6 days)

December – 30 (average time to grant consent 8.2 days)

January – 17 (average time to grant consent 4.2 days)

February – 26 (average time to grant consent 5.1 days)

I will not dwell on the consent numbers issued for November and December other than to state they were consistent with figures from previous years, for the same period.

The total value of work figures for the first quarter of the 2016-17 financial year was \$8.7 million. The November – December figures were in excess of \$12 million which lifted the year to date figures to be on a par with the previous financial year.

The January – February figures indicate a stark contrast between months. January recorded a low of 17 consents issued; however the monthly value was a record high of almost \$12 million. The February consent numbers were consistent with previous years but with a very modest dollar value of \$718,900 recorded.

Current and expected consent applications in the near future

A consent application is due to be lodged for the third stage of the Mataura Valley Milk project within the next two weeks. It is thought to be for the continuation of the drier tower beyond the 12m height currently approved. Further applications are expected once design and build options for several buildings have met MVM approval to proceed to consent application stage.

An application has been lodged for the redevelopment of the former Thompson's Machinery site in Surrey Street. The existing buildings have been partially demolished and underground fuel tanks removed to make way for new offices, a showroom and workshop for an existing farm machinery franchise.

General

We have noticed an increase in the number of LIM reports requested over the last two months. This is mainly as a result of a new real estate company established in town that appeared to request a LIM report for all listings going up for auction.

The recently approved Compliance Officer role is being scoped at present and a job description is being developed. Funding options are also being investigated through the usual user pays fees and from the rates component for functions carried out by the department for the territorial authority.

The vacant Building Control Officer position has been advertised in recent weeks and applications have now closed. Interviews are scheduled for the week of 6–10 March.

A big welcome is extended to our new boss in the regulatory area, Ian Davidson-Watts. We are enjoying his company as he transitions into the General Managers role and we look forward to some healthy interaction with all things regulatory in the future.

RECOMMENDATION

THAT this report be received.

4. SERVICE DELIVERY REVIEW - REGULATORY AND PLANNING

(Memo from Chief Executive - 21.02.17)

Section 17A of the Local Government Act 2002 requires that councils view the cost effectiveness of current arrangements for meeting the needs of communities for good quality local infrastructure, local public services and performance of regulatory functions. The first review is due by 7 August 2017.

As regulatory functions are specifically mentioned in the statutory obligation, the Council has no alternative but to conduct a review of this area. Once the first review has been completed it will not need to be undertaken for a period of six years.

- ✦ In the latter part of 2016, Council staff engaged Ashburton based consultant Alicia McKay to undertake a critical assessment of the Council's regulatory services. The report of Alicia McKay is attached.

Not surprisingly, the report does not recommend significant change in the way in which the Council's regulatory services are delivered. As the report notes in the Executive Summary on page 5, the Council has a strong record of outcome-focused, personalised local service with staff being encouraged to work alongside business owners and community members to enable compliance rather than taking a punitive approach to enforcement. These comments can be placed alongside those received from the General Manager of Mataura Valley Milk Limited during the councillor tour on 17 February, where the performance of Council staff and the operating culture on display was the subject of very positive commentary.

That stated, there are still opportunities for improvement which have been noted in the report. Specifically, more discrete financial information and reporting, as distinct from a "one bucket" approach will be instigated. This along with the suggestion of performance measures that have a direct correlation with customer satisfaction levels, will be introduced by the new General Manager of Regulatory and Planning.

The other area of potential improvement and change profiled in the report is environmental health. Following the termination of the contract with Southland District Council due to the inability of Southland District to provide the level of service required, a greater emphasis has been placed on upskilling the Senior Regulatory Officer, Frances Shepherd. Mrs Shepherd is also the Council's Liquor Licensing Inspector and therefore is well placed to assume greater responsibility for environmental health issues. Mrs Shepherd is undertaking training in environmental health, and while this occurs the Council is supplementing her efforts with the engagement of a specialist contractor to attend to some of the more technical tasks, particularly in relation to food premises. The Invercargill City Council has also provided valuable assistance to ensure that the Council's obligations under the Food Safety Act are met.

Consistent with the levels of service and the prevailing operating culture that exists with our other regulatory services, there is a desire to have environmental health services being delivered, as much as technically possible, from a local staff member.

Further reports on the transition of the environmental health service from its traditional contractor base to one of in-house service delivery, will be furnished to future meetings of the Regulatory and Planning Committee.

RECOMMENDATION

THAT the report from Alicia McKay on the service delivery review of regulatory and planning activities be received,

THAT the recommendations contained within the report in regard to financial management and performance management be adopted,

AND THAT a further report to the Regulatory and Planning Committee be provided profiling arrangements secured and progress achieved in transitioning to an environmental health service that is a mixture of local staff provision and contractor engagement for select technical tasks.



Gore District Council Regulatory and Planning

Service Delivery Review

Date: 6 December 2016

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Commercial in Confidence

Service Delivery Review – Regulatory and Planning

Document Control

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Report Author: Alicia McKay, www.ambc.co.nz

Disclaimer: While every effort has been made to ensure accuracy and reliability of the information contained in this report, Alicia McKay or any colleague, staff member or subcontractor used by Alicia will not be held liable for the information, opinions and forecasts expressed in this report.

Definitions

Cost-effectiveness – for the purposes of this analysis, cost-effectiveness is defined as “value for money achieved through an appropriate balance of whole-of-list cost and value for money, in alignment with agreed critical success factors.” Further detail about critical success factors can be found in this report.

Funding arrangement - involves the manner in which the financial resources are provided to support a service, including both the mix of revenue and capital sources and any arrangement or agreement that governs the provision of these resources (contracts, trust deed, etc.).

Governance arrangement – revolves around who has the right to make binding decisions about the overall objectives for the provision of the service, and set the strategic framework in which the service operates. In the local authority context, governance options fit into two broad categories – political, or arms-length.

Outsourcing – is when services are delivered by a party external to the primary organisation, such as a commercial provider or alternative Council. Contractually defined, these arrangements will usually agree on the allocation of governance autonomy and shared risk.

Service delivery arrangement - describes the body and agreement between agencies for service provision.

Shared service arrangement – a funding, governance or service delivery model where activities are shared between more than one organisation. For local government in New Zealand, formal arrangements are usually a joint committee or Council Controlled Organisation (CCO). For the purposes of this analysis, shared services are viewed as a potential spectrum of collaboration, which might include working together on joint initiatives without shared funding or service delivery responsibilities.

Acronyms and Abbreviations

CCO – Council Controlled Organisation

EHS – Environmental health services

GDC – Gore District Council

LGA – Local Government Act 2002

LGNZ – Local Government New Zealand

RMA – Resource Management Act 1991

SOLGM – Society of Local Government Managers

SoRDS – Southland Regional Development Strategy

SCP – Special Consultative Procedure as per section 83 of the Local Government Act 2002

TA – Territorial Authority

Executive Summary

Regulatory services are devolved or delegated to local government by statute, with varying degrees of possible Council autonomy. Frequent legislative change in areas such as building control and food safety, along with signalled changes to resource management legislation creates a shifting environment, requiring Councils to be flexible in their ability to respond to change and uncertainty. Reviewing services within this context requires consideration of the feasibility of shared services, with a strong national and regional agenda toward progressing these arrangements. However, any analysis at a territorial authority level should be carefully considered in accordance with the resources, values and priorities of the individual Council.

Gore District Council has a strong record of outcome-focused, personalised local service. Staff are encouraged to work alongside business owners and community members to enable compliance, rather than taking a punitive approach to enforcement. This underpins a risk-averse, customer-driven organisational culture.

Current gaps in compliance, due in part to staff vacancies and the termination of a long-running Environmental Health contract, provide the ideal circumstances within which to evaluate future options for service delivery in this department. Overall, this analysis recommends that most services are retained in-house, with provisos for improvements to financial and performance monitoring, along with a strong continued focus on opportunities for collaboration. The exception to this is Environmental Health, where a more formal contractual arrangement for supplementing in-house capability should be pursued. Further investigation in the building control and planning areas might lead to a hybrid model in the medium term.

Strategic Context

The strategic context for Regulatory and Planning services is one of shifting expectations and looming demographic challenges. The threat of a mandate toward shared services and/or amalgamation is a strong factor for Southland Councils, including GDC, as opportunities to collaborate are progressed.

National Context

Nationally, the system for developing and implementing regulation falls short of sector expectations. Lack of opportunity for genuine input by local government into the design of regulation, inconsistent decision-making processes and performance management shortcomings form part of this backdrop.

Significant legislative change over the last five years affects almost every one of Council's activities in this group, particularly Alcohol Licensing, Building Control and Environmental Health. Changes to resource management legislation, expected to pass a second reading before the end of 2016, will have material consequences for the way that resource management and planning is organised and delivered.

Southland Region

A sparsely populated region with a static and ageing population, the Southland region is facing impending service delivery, funding and governance challenges. With the view to addressing shared concerns, Councils in the region have collaborated on a range of initiatives over the last 20 years, including joint committees for waste management, emergency management, economic development and fire services. In this department, Councils have worked together to develop a joint local alcohol policy and to standardise processes for building control. A regional development group consisting of business representatives and elected members is now promoting further integration of services across the region, including standardised fee structures, a single agency for Environmental Health services and a combined RMA plan.

Shared Services

When Councils cooperate to deliver services, under the right circumstances, these arrangements can deliver cost-efficiencies, service improvements and strategic benefits. In practice, the realisation of these benefits in New Zealand and internationally has been patchy, constrained by a lack of political or managerial commitment, uncertain benefits and conflicting objectives.

While shared services are becoming a popular suggestion for addressing the challenge of affordable service delivery, a number of vital conditions should exist in order to consider a shared service model such as a joint committee or CCO.

Importantly, shared services should be viewed as a spectrum of collaboration with a menu of options, rather than an all or nothing proposition. Councils can access a large proportion of the benefits of shared services without entering into contractual arrangements.

Status Quo

The Regulatory and Planning department of Council is operating well overall, despite being in a temporary state of flux due to staff vacancies and recent service delivery changes. However, there are currently compliance gaps in the Environmental Health and resource management/planning activities, leaving Council potentially exposed.

Alcohol Licensing (including gambling venue licensing)

The alcohol licensing activity is handled in-house by Council's Senior Licensing Inspector, who processes approximately 90 license applications and 50 certificate applications each year. The Licensing Inspector is also responsible for inspecting premises annually to ensure continued statutory compliance. As a licensing trust area, there is a limited customer base, delivering operational efficiencies in processing and communication. Governed by a joint Local Alcohol Policy (LAP), developed and adopted jointly with Southland District and Invercargill City Councils, this activity appears to operate well, though there is no empirical financial or performance data available to objectively assess performance. Council takes an outcome-focused approach to enabling compliance, preventing events from going 'underground'. With only one staff member able to carry out this activity, GDC carries a business continuity risk in the event of unforeseen staff unavailability.

Animal Control

After a long period of outsourcing this service to a contractor, animal control services were brought back in-house in late 2014. The service is now delivered by one full time officer and two part time officers, who respond to around 60 incidents per month. GDC owns the pound facility and operates a sign-written animal control vehicle, providing a 24 hour phone service through an after-hours provider.

It is difficult to assess the quality or performance of this service without empirical financial or performance data, including responsiveness to complaints and comparative costs between outsourced and in-house delivery modes.

Building Control

Three building control officers are led by the Building Control Manager and supported by two general administration staff to administer BCA and TA functions for the Gore District. 345 building consents valued at \$27.5 million were issued in 2015/16, slightly lower than the previous year. Funding arrangements for this activity were, until recently, 100% recouped through fees and charges. This is now transitioning toward a blended funding arrangement, with 15% of total building control costs now funded through the general rate.

Gore District Council takes a wraparound approach to building projects, seeking to assign the same officer to all inspections and communication relevant to a specific project. With a self-managed, distributed booking system and same-day response times, customers are receiving a personalised service. However, this may be at the cost of business continuity planning and productivity/value for money.

Environmental Health

Environmental Health services, including food safety and HSNO, are not currently resourced to a compliant standard at GDC. The abrupt end of a contractual arrangements with a neighbouring Council has left GDC temporarily supplementing with outsourced contractors.

Parking Enforcement

Paid parking in Gore's CBD is monitored and collected by an in-house parking officer, employed by GDC for 25 hours each week. Parking enforcement is not included in the scope of the detailed analysis, due to its low risk and low complexity.

Planning and Resource Management

The Planning team consists of one Resource Management Planner, one Policy Planner and a shared administrator. A Consultant Planner works on a part-time basis. The vacant General Manager position has left a capability and resourcing gap in this department which has made it difficult to resource more proactive or initiative-focused activities such as monitoring and enforcement, potentially exposing Council to risk of prosecution.

Critical Success Factors

The objective of a s17A review is to determine whether the existing means for delivering a service remains the most *efficient, effective* and *appropriate* means of delivering that service. However, the Act does not define what efficient, effective or appropriate service delivery constitutes.

With this in mind, a number of critical success factors specific to Gore District Council (GDC) and Gore District community's values, priorities and requirements for this group of services have been agreed with key Council staff and elected members.

Critical Success Factor One: Outcome-focused statutory compliance. The ability of the organisation to fulfil current and future statutory requirements is a key priority for GDC. Further, Council is committed to working alongside the community to enable them to reach compliance.

Critical Success Factor Two: Value for money. Considering not only on the minimum cost (economy) but how to achieve the optimal outcome for the money spent (effectiveness). This lens is an important consideration for GDC who take a cautious approach to adopting new processes and technologies where the potential return cannot be accurately quantified.

Critical Success Factor Three: Personal, local customer service. Providing personalised, customer-driven service is a key value for GDC. This means being enabling and 'easy to deal with' and cultivating a strong reputation for customer experience that stands out amongst peer Councils.

Alternative Options

In order to address the options required for consideration by s17A of the LGA, this report condenses options alternatives into the following categories: in-house delivery, shared service arrangements and outsourced delivery modes. This is a 'broad-brush' way to cover extensive ground over five activities.

The alternatives in this report each have advantages and disadvantages, when considering the nature of service to be delivered, the ongoing cost of service provision and how best to meet statutory obligations.

Council should seek to balance these concerns and select an option that best reflects local priorities and the wider current and future needs of the Gore District community. In some instances this might mean spending more or accepting more risk in order to provide the kind of service valued by the community. In others, it may mean reducing the responsiveness or personalisation of a service to a level still considered acceptable, in order to mitigate risk, improve compliance or deliver cost-savings.

Only Council is able to make these kinds of trade-offs for the Gore District, and, where appropriate, should do so in consultation with the wider community. However, this report addresses the key factors to consider in making these decisions and recommends a suggested way forward for the core activities of this department. A high-level summary of these options is presented below, followed by a set of general recommendations.

High-Level Options Summary

Table 1 – Summary Options Analysis

	Alcohol Licensing	Animal Control	Building	Environmental Health	Planning/ Resource Management
In-house	Well-managed, customer-driven service that can be delivered cost-effectively with maximum effect on community health and wellbeing. Business continuity and service performance risk in the status quo should be addressed.	Recent changes to service delivery model mean further change would be disruptive and not cost-effective at this time. Requires enhancement to tracking of financial and service performance for evidence-based decision making.	Retain in-house delivery with selected shared service initiatives including process and fee standardisation. In-house delivery retains GDC control and personalised service and suggested enhancements will deliver productivity benefits.	High-cost option due to current gap in compliance and service provision. Service quality may suffer in the establishment of the service, however it may ultimately result in a more personal and outcome-focused approach to compliance.	In-house delivery provides valuable local and institution knowledge but may be a more costly alternative. Current gaps in capacity and compliance increase risk to Council and should be addressed.
Shared services	Unlikely to be cost-effective as a single activity. Aligns strategically with existing regional collaboration from a strategic or governance perspective. Risks a negative impact on service quality and ultimately community wellbeing.	Risk of reduced service quality and decreased safety outcomes for the community through geographic spread and responsiveness. May deliver cost savings but also result in a decreased level of personal local service. Risks service failure or loss of GDC control.	Retain in-house delivery with selected shared service initiatives. This approach aligns with the regional strategy, seeking to make Councils in the region easier to do business with, and offers increased access to valuable expertise.	Avoids the cost of training and/or recruitment of new staff. Will provide more consistent service and better access to technology and best-practice, while protecting against service and safety risks. May result in a decreased level of personal local service. Risks service failure or loss of GDC control as per previous arrangements.	Shared services align with a regional agenda and offer the benefit of increased productivity and improved access to expertise. However, the loss of GDC and risk of decreased local knowledge could negatively impact service delivery.
Outsource	Unlikely to be cost-effective as a single activity. May provide increased efficiency or convenience, but risks a negative impact on service quality and community wellbeing.	Risk of reduced service quality and decreased safety outcomes for the community through geographic spread and responsiveness. May deliver cost-savings.	Outsourcing increases the risk of reduced service quality and loss of local and institutional knowledge. Likely to deliver cost savings, improved efficiency and better access to technology.	Has the potential to deliver efficiencies, service improvements and/or cost savings, without the burden of recruitment, training or upskilling. Risk of less personal service. Likely to be easier to implement than shared services.	Improved access to specialist expertise and reduced risk of non-compliance. Risks loss of institutional and local knowledge, reduced continuity of service. May be more costly than other options.

Activity Recommendations

Regulatory activities, while controlled to a large extent by statutory requirements, are characterised by high-trust, customer-facing transactions. The ability of GDC to shape the nature of these transactions, from a service delivery perspective, has been a key consideration in determining cost-effectiveness in this context.

Taking into account the critical success factors outlined above, current legislative environment and the wider regional context, Council should consider opportunities to move along the spectrum of collaborative shared services for Building Control, Environmental Health and Planning/Resource Management.

Table 2 – Recommendations Summary

Activity	Recommended Direction
Alcohol Licensing	<p>This service should be kept in-house in the immediate future, provided internal changes are implemented to address business continuity and service failure risks. An outcome-focused approach to reducing alcohol related harm in the community shapes the personalised local service delivered by GDC licensing inspectors.</p> <p>This service should be reviewed before 2022 in light of any changes to overall service delivery in this department.</p>
Animal Control	<p>Animal control services should be kept in-house for the immediate future, with a performance and cost management framework implemented that will establish a baseline and enable accurate future performance assessment.</p> <p>This service should be reviewed before 2019 to assess whether expected benefits of in-house delivery have materialised.</p>
Building Control	<p>Building control services should be kept in-house in the immediate future, with a strong focus on increased regional collaboration. Legislative changes should be strategically assessed, with opportunities to share workstreams with other Councils considered. Implementing a customer service performance metric and centralised scheduling will provide an evidence-base for future service decisions and potentially deliver productivity benefits.</p> <p>This service should be reviewed before 2019, including re-examining the possibility of outsourcing.</p>
Environmental Health	<p>Outsourcing or shared services arrangements should be strongly considered, possibly supplemented by in-house resourcing. Council should carefully consider the initial and ongoing cost of any in-house resourcing against the benefit of personalised service in this area.</p> <p>This service should be reviewed before 2020 to assess the impact of any service decisions implemented in 2017.</p>
Planning and Resource Management	<p>Planning services should remain primarily in-house, enhanced by a defined framework for continued regional collaboration. Council should also prioritise building a strong network of trusted specialist advisors. This will retain crucial local knowledge, while accessing wider expertise and improving regional outcomes. A clear strong performance and financial management framework is needed, along with proactive monitoring and enforcement and an increased effort to promote the importance of the District Plan throughout the organisation.</p> <p>This service should be reviewed before 2022.</p>

General Recommendations

As well as high-level options for funding, governance and service delivery, this review has also identified a number of general recommendations for improvement in this activity group.

1. **Activity-specific financial accounting.** The Regulatory and Planning activity group is currently managed as a single account, with the exception of building which is accounted for separately. By merging the revenue and expenditure across all of these activities, it is not possible to reliably understand the financial performance and details for an individual activity. This makes it difficult to assess compliance with the GDC Revenue and Financing Policy and to identify trends in a particular activity. It is recommended that these activities are accounted for separately, from the Long Term Plan 2018 – 28.
2. **Meaningful performance management**
 - a. **Focus on outcomes.** While regulatory activities have a statutory mandate, they play a significant role in keeping the community safe and healthy. Monitoring the impact of regulatory activities on outcomes, as per Productivity Commission recommendations, would help Gore District Council to better understand how effectively regulatory services achieve desired outcomes.
 - b. **Customer satisfaction.** At present, there is no way of measuring how satisfied customers are with the service they receive from the GDC regulatory team. Evidence is anecdotal only. By adding a customer satisfaction metric to the annual residents' survey, or surveying customers at the point of service, Council can better understand how satisfied customers are. In order to make these results meaningful, questions should be carefully considered to reflect specific aspects of the service received.
3. **Collaboration/shared services.** Working together with other Councils to deliver services can be cost-effective and deliver improved value for money. Gore District Council should be open to these opportunities in general, with the following provisos:
 - each initiative should be assessed on a case by case basis, on its own merits
 - the LGNZ 'filters' framework and guidance should be applied to ensure the activity is a strong candidate for shared services
 - GDC should be clear on the desired outcomes and objectives for a shared services arrangement
 - careful and considered change management should be used, including a communications strategy for staff and stakeholders
 - achievable targets should be set for potential benefits, and a framework established to monitor their realisation
 - staging or phased integration should be considered when possible, rather than transformative change
 - a business case should be developed for each potential initiative to objectively assess the costs and benefits of sharing services.

Document Signoff

Stephen Parry
Chief Executive
Gore District Council

[date]

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1. Introduction

1.1. Decision to Review

The purpose of a s17A service delivery review is to determine whether the existing means for delivering a service remains the most **efficient, effective and appropriate** means of delivering that service.

The Local Government Act 2002 Amendment Act 2014 specifies triggers that mandate a review under s17A of the Act. Local councils are required to carry out first reviews of all services by 7 August 2017. Councils can choose to complete reviews earlier as part of a prioritised programme, or where circumstances dictate.

Gore District Council has elected to undertake a service delivery review while the Regulatory and Planning department is in a state of flux. Circumstances contributing to this include:

- a vacant senior management position
- the termination of a long-standing contractual arrangement
- recent service delivery changes
- a regional push for increased integration in this activity group.

1.1.1. Staffing

The Regulatory and Planning department has been largely without a General Manager or equivalent senior management role for approximately five years. With the recruitment process currently underway, this also presents an opportunity to review the current arrangements for funding, service delivery and governance before a new staff member is appointed.

1.1.2. Contract Termination

After contracting out the provision of food safety and Environmental Health inspections to Southland District Council for over ten years, this agreement has now come to an abrupt conclusion. Without the necessary capability in-house, Council needs to consider how best to deliver food safety and Environmental Health services to the community for the future.

1.1.3. Reviewing Service Delivery Changes

After contracting animal control services to a third-party provider for a number of years, Council resolved to bring this service back in-house in late 2014. As the end of 2016 approaches, this review presents an opportunity to assess the effectiveness of this arrangement and its strategic alignment with the direction of the wider Regulatory and Planning department.

1.1.4. Regional Shared Services

The Southland Regional Development Strategy (SoRDS) Ease of Doing Business Group is currently focused on the regional integration of regulatory activities in Southland. A review of potential options is well-timed, allowing Gore District Council to gain a clearer picture of the potential benefits and disadvantages of participation in a shared regional model.

1.2. Potential Benefits

The potential benefits of undertaking a service delivery review are:

- **efficiency gains** - Council may identify cost savings or an approach to managing resources that will improve the cost-efficiency of this service.
- **improvements in services** - Council may identify ways to improve the service delivered to the community.
- **improvements in relationships** with other local authorities, community groups and private sector providers.
- **a better understanding of available options** - periodic review is valuable even when no changes are made, guarding against complacency.

1.3. Scope

This review is an initial options analysis, which will provide the foundation for the ‘next step’ in Council decision-making. As per SOLGM guidelines¹, this review sees a ‘first pass’ at the options, eliminating options that are obviously not feasible and providing some guidance as to how to pursue potential alternatives.

This report provides a high-level options review, to help determine a future direction for Council’s regulatory activities. Whichever option is preferred, further work will need to be undertaken to define a specific course of action.

More detailed analysis will require one or all of the following:

- **a Special Consultative Procedure (SCP)** to understand community views and preferences
- **engagement** with other local authorities in the region to discuss the potential for collaboration in delivering services
- **a business case** for more detailed analysis of a specific option.

For example, if the Council decided to pursue a shared services model for one or more of its regulatory activities, this would require negotiation with other local authorities, the development of a business case, and is likely to require an SCP.

1.4. Approach

1.4.1. Stage 1 – Research and Discovery

This project phase involving information gathering and review, including:

- meetings with Council staff and key stakeholders
- collation and review of all relevant base information – policies, strategies, Long Term Plan, Annual Report, residents’ survey and consultation data, legislation, peer Council publications, financial information and projections.
- research and analysis of best practice guidance and sector publications.

1.4.2. Stage 2 – Draft Report Writing

Having reviewed the base information from the Research and Discovery phase, existing arrangements are assessed, along with a ‘first- review’ of all options required by s17A of the Local Government Act 2002.

1.4.3. Stage 3 – Draft Report Workshop

Following development of the draft report, initial findings are workshopped with key Council staff to refine the analysis and correct any factual inaccuracies.

1.4.4. Stage 4 – Final Report Development

Following the Draft Report Workshop, final data and changes are incorporated, and the report finalised.

¹ Available from <https://www.solgm.org.nz/Resources/ServiceDelivery>

2. Background/Key Issues

2.1. National Context

2.1.1. Regulatory Services

Local government are responsible for providing key regulatory services that keep the community and environment safe and healthy. A wide range of statutes devolve or delegate regulatory functions to local councils including Alcohol Licensing, Animal Control, Building Control, Environmental Health, Food Safety, Hazardous Substances and Resource Management.

There is a wide spectrum of autonomy within these statutory responsibilities, ranging from the Building Code, where Councils must simply administer the regulations, to the Resource Management Act 1991 (RMA) where Councils design their own district and regional plans in consultation with local communities.

2.1.2. 2013 Productivity Commission Report²

A 2013 review of regulatory activities by the Productivity Commission recognises that “the current regulatory system is not working as well as can reasonably be expected.” Issues can be summarised as follows:

The way regulation is designed by central government is flawed.

- An ‘accountability disconnect’ weakens the incentive for central government officials to undertake rigorous analysis.
- Insufficient implementation analysis to truly understand how regulations will be administered.
- Poor engagement with local government as part of the regulatory design process.
- Quality assurance processes are not performing well.

The way that regulation is implemented and administered is ineffective.

- Decision-making processes for regulatory activities are inflexible.
- Regulatory standards are applied inconsistently across and within councils.
- There is inappropriate governance input into regulatory decisions.
- Compliance is not being monitored and enforced effectively.

Performance is not being managed effectively in central or local government.

- A ‘whole of system’ focus is lacking in local and central government, with regulation made and enforced in isolation
- Reporting and reviews of regulatory effectiveness do not always provide a feedback loop for improvements
- Performance measures focus on meeting statutory obligations like timeframes, with little emphasis on regulatory impacts and outcomes
- Regulatory performance assessment is seen as a compliance exercise, so local ownership is lacking.

Local regulation does not adequately allow for Maori participation.

- The legislative framework for Maori participation does not enable meaningful engagement.

Central and local government are not interacting well.

- There is a lack of mutual understanding about the roles and the two spheres.
- This wider tension undermines the overall regulatory system.

²Productivity Commission. (2013) *Towards Better Local Regulation* [Online] Available from: <http://www.productivity.govt.nz/inquirycontent/1510?stage=4>

2.1.3. *Legislative Change*

The last five years has seen significant changes across the statutes that prescribe local government's regulatory functions, with further transformation signalled by government. Some of these changes include:

Sale and Supply of Alcohol Act 2012 – The new Sale and Supply of Alcohol Act 2012 came into force in December 2013, bringing new requirements for councils, including the development of a Local Alcohol Policy and changes to fee structures. District Licensing Agencies were replaced by District Licensing Committees, eligibility for managers' certificates changed and a range of new requirements and offences for premises were introduced.

Building (Earthquake-prone Buildings) Amendment Act 2016 – Significant changes are underway to the earthquake-prone buildings provisions of the Building Act. While the threshold for defining an earthquake-prone building (EPB) remains largely unchanged, major changes are:

- a number of structures, such as standard dwellings and farm buildings, are now excluded from the assessment requirement.
- priority buildings, such as hospitals and schools, are identified.
- councils will be required to consult with their communities to identify priority buildings where masonry may fall onto busy thoroughfares.
- a centralised, national EPB register will be implemented by MBIE, which will revoke Council's current policies.

Building (Pools) Amendment Bill – This Bill would remove unnecessary compliance costs for pool-owners and increase the enforcement powers available to territorial authorities.

Building Amendment Acts 2012 and 2013 – the Building Amendment Act 2012 introduced a risk-based consenting scheme, made changes to requirements for compliance schedules and Building Warrants of Fitness and clarified aspects of the Licensed Building Practitioner (LBP) scheme. The Building Amendment Act 2013 made changes to the type of work that requires a building consent and gave Councils increased authority to restrict entry to buildings that are near dangerous buildings.

Food Act 2014 – Changes to the food safety regime became effective in March 2016 for new businesses. Existing food businesses will transition to the rules between 2016 and 2019. The new Act takes a risk-based approach to food safety, as opposed to the one-size-fits all approach of the old Act. Food Safety Officers are now granted strengthened enforcement abilities.

Resource Legislation Amendment Bill 2015 – This Bill, introduced to Parliament in November 2015, comprises around 40 individual proposals aimed at delivering substantive, system-wide improvements to the resource management system. As a primary agent of resource management and planning, local councils will need to make significant internal and process changes if the proposed Bill is enacted. This includes major alterations to planning processes, forming iwi participation arrangements, establishing new processes for consent applications and introducing fixed fees.

2.2. Shared Services Arrangements

2.2.1. *Background*

Shared services models, when they work effectively, can deliver a range of benefits to local councils and their communities. As well as cost-efficiencies delivered through economies of scale, shared services can provide:

- access to specialist expertise
- improvements in service
- exchange of best practice
- strategic and policy benefits
- increased legislative compliance.

In practice, the realisation of these benefits has been patchy. Benefits realisation is often constrained by limiting factors, including a lack of political or managerial commitment and uncertain benefits or objectives.

The conditions for successful shared services have been considered and outlined in a report by LGNZ³. A set of high level filters are suggested for assessing an activity's suitability for shared service arrangements.

1. Economy of scale is achieved through aggregation
2. Has potential for cost-savings and/or financial sustainability for Councils
3. Maximises use of existing resources and expertise
4. Can be delivered without internal expertise and knowledge
5. Will be an ongoing requirement for Councils
6. Will result in improved service delivery and/or efficiency
7. High volume and regular transactions
8. Performance and outcomes can be measured
9. Repetitive activity for Council
10. Technology and systems enable sharing
11. Low or nil additional establishment costs (over existing budgets)
12. A high degree of standardisation and consistent customer requirements.

If an activity is able to work through all of these 'filters,' a business case should then be developed. Key to this process is consultation with affected parties, including a careful assessment of how committed potential partner organisations might be to a shared service model.

Further analysis should consider how a shared service arrangement would contribute to Council's objectives, potential costs, risk factors, alignment of systems and processes, delivery options, opportunities for future growth or innovation and the impact on staff.

2.2.2. Potential Structures

Shared service arrangements are often narrowly defined to include formal, contractual service delivery arrangements such as joint committees and Council-Controlled Organisations (CCOs). However, as demonstrated by Gore District Council's experience in the shared services arena, there is a spectrum of possible collaboration that offers a menu of other options. By collaborating in a less formal environment, Councils in the Southland region can access potential benefits such as a wider range of specialist expertise and resources, without surrendering control of delivery and decision-making.

Councils can access a large proportion of the benefits of shared services without entering into contractual arrangements, as per the spectrum example below, which illustrates options for public health. below.

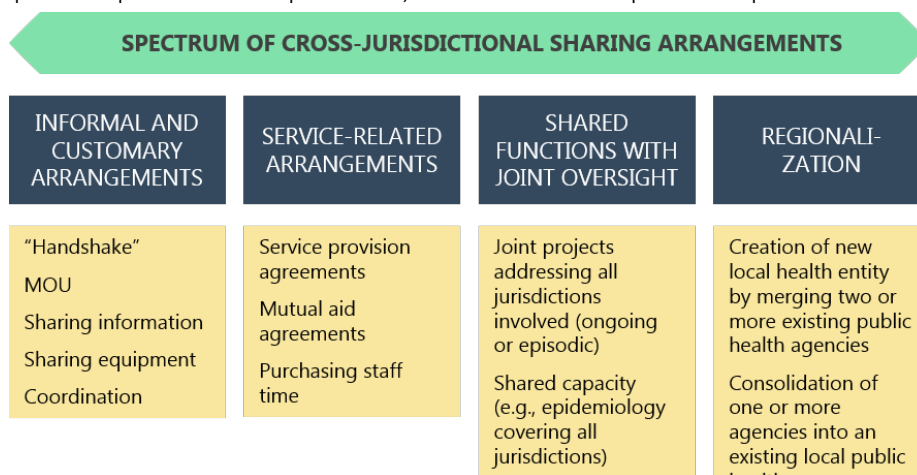


Figure 1 – Source: SHSAC Blueprint for Successful Local Health Departments Workgroup (2010) Updating Minnesota's Blueprint for Public Health – www.health.state.mn.us

³ LGNZ (2011) *Shared Services in Local Government* accessed from <http://www.lgnz.co.nz/home/our-work/publications/shared-services-for-local-government/>

2.2.3. Next Steps

If Gore District Council decides to investigate options for shared service delivery further, the following steps should be undertaken:

1. The development of an official business case or feasibility study to examine an option at length.
2. Consultation with other potential shared service partners, which might include: Southland District Council, Clutha District Council, Invercargill City Council.
3. Consultation with community stakeholders.

2.3. Outsourcing

Outsourcing is a common and cost-effective way for local Councils to procure services that are not feasible or cost-effective to provide in house.

When considering a decision to outsource, Councils should carefully consider the advantages and disadvantages of outsourcing a service, including:

- targeted levels of service
- how to incentivise good performance
- the likely cost of services
- procurement strategy
- contract management for performance and accountability.
- the allocation and management of risk.

2.4. Regional Context

2.4.1. Southland Region

New Zealand's southernmost region, Southland, comprises Invercargill City, Gore District and Southland District. Environment Southland is the regional Council for this area.

With a geographic area covering approximately 12% of New Zealand, but a population of approximately 98,100⁴, Southland is one of New Zealand's most sparsely populated regions. Population levels have been static or declining since 1996. With a large rural area, Southland is a primarily export-dependent economy, exporting 70% of its GDP⁵. Other significant industries include coal, hydroelectric power and tourism.

Geographic spread is a key challenge for Southland Councils delivering services to their communities, while the static population constrains available budgets. These factors will require a strong focus on cost-effectiveness into the future. Like many areas in New Zealand, demographic changes indicate an ageing population, which will further impact the future funding base available to Southland Councils with fewer new dwellings built and more ratepayers on fixed incomes.

Table 3 – Southland Region Population as at June 2016

District	Population	% of region
Invercargill City	54,700	56%
Gore District	12,500	13%
Southland	30,900	31%
Total	98,100	

⁴ Subnational Population Estimates: At 30 June 2016. Statistics New Zealand.

⁵ Southland Regional Development Strategy

2.4.2. Collaboration between Southland Councils

Static population and economic growth create a competitive tension between Southland Councils in attracting development. Despite this, there is a strong history of collaborative initiatives in the region over the last 20 years.

Councils in the Southland region formed a joint shared services committee in 2000. This committee, comprised of Environment Southland, Gore District Council, Invercargill City Council, Southland District Council and Clutha District Council, features elected members from each Council. Meeting regularly, the committee has worked on a wide range of collaborative projects, including the formation of the following shared organisations:

- **WasteNet Southland** – a joint committee of Gore District Council, Invercargill City Council and Southland District Council for regional solid waste services, including a combined landfill. Provides \$524,000 in operational savings each year as well as an initial \$730,000 in capital savings.
- **Emergency Management Southland** – a combined organisation comprising Environment Southland, Gore District Council, Invercargill City Council and Southland District Council. Formed in 2009, this agency coordinates all civil defence and emergency management activities, saving \$83,000 in operational costs each year.
- **Venture Southland** – a joint committee of Gore District Council, Invercargill City Council and Southland District Council for regional tourism, economic development and event management. The committee delivers \$417,990 each year in operational savings and attracts substantial external funding.
- **Southern Rural Fire Authority** – the SRFA is an amalgamation of territorial rural fire services, improving readiness and response and saving \$45,000 each year of operational costs.
- **SouthLib** – a regional library consortium comprised of the Central Otago District Council, Clutha District Council, Dunedin City Council, Gore District Council, Invercargill City Council, Queenstown Lakes District Council, Southland District Council, and Waitaki District Council. Originally formed to access consistent library management software platforms at a competitive cost, the group plans to further integrate library services across the region. This initiative saves \$90,000 in operational costs each year, as well as an initial capital saving of \$160,000⁶.

Other initiatives progressed by the group involve road safety, information technology, community outcomes monitoring, heritage funding, biodiversity protection and iwi relations.

Regulatory Services

Specific to regulatory services, the committee has progressed the following initiatives:

- **Building Control** – Clutha District Council, Gore District Council, Invercargill City Council and Southland District Council have developed shared forms, quality assurance and process manuals. Standardised fees are the next focus of this group.
- **Resource Management and Planning** – Environment Southland and Southland District Council undertook a joint planning process, aligning the Regional Policy Statement and Southland District Council District Plan.
- **Alcohol Licensing** – Southland District Council, Gore District Council and Invercargill City Councils combined to produce a Joint Local Alcohol Policy and Joint Committee for hearing and determining applications made under the Act. This initiative provides consistent regional decision-making and saved \$80,000.
- **Animal Control** – Invercargill City Council and Southland District Councils share a dog control facility, retaining animal control officers at each Council.

2.4.3. Southland Regional Development Strategy (SoRDS)

SoRDS was initiated by the Southland Mayoral Forum in late 2014 to face the challenges faced by a static population. SoRDS has the ‘big goal’ of growing the region’s population by 10,000 over ten years. Defined

⁶ Cost saving information sourced from 2014 publication “Shared Services, Southland and Beyond” accessible at <http://www.goredc.govt.nz/your-council/news/publication-on-southern-councils-shared-services-forum-launched/>

‘action teams’ are progressing key priorities of the strategy, focusing on culture and lifestyle, industry growth and innovation of new industries.

Ease of Doing Business

This action group, led by the Southland District Council Chief Executive, is focused on two key areas:

- simpler local government rules, alignment of those rules between local authorities, consistency of process, and
- alignment of fees across local authorities.

This group consider that an ‘ideal future state’ for Southland’s Regulatory and Planning services would include:

- **a single environmental agency** for building control, animal control, alcohol licensing and environmental health services and applications. This agency would implement standard fees, charges and processes.
- **a regional spatial plan** to implement a ‘big picture’ regulatory framework supporting targeted regional growth.
- **a combined RMA plan** that provides consistent and integrated planning across the region.
- **electronic lodgement, consent tracking and processing** systems for regulatory and planning applications. A single point of entry would streamline the process for developers.
- **a single environmental committee** for consistent consideration of all matters considered by Hearings or Regulatory committees.
- **a ‘case manager’ approach** that delivers wraparound assistance through the regulatory approval process for businesses.

2.5. Gore District

Gore District, in Eastern Southland, has a population of approximately 12,500⁷. Gore, the second-largest urban settlement in the Southland region, has a population of approximately 10,000⁸.

Gore is primarily a service township for the surrounding farming communities. The Gore district encompasses the towns of Gore, Mataura and Waikaka.

Gore’s backbone is the farming community and with the development of dairying, an increased number of families have moved into the area. Gore also has a range of arts, culture and heritage activities available, including popular national country music festivals. This reflects a focus of Council and the local community to develop the arts and culture scene, including Council support for the development of an arts and heritage precinct in Gore.

The Gore District population is older overall than the rest of New Zealand, with a median age of 43 (compared to 38 in New Zealand overall). Income and family statistics align with national averages and occupations reflect the primarily agricultural and manufacturing industries present in the area.

Population has been static or declining over the past decade, reflecting shifts in the agricultural economy, particularly dairy. The \$200 million Mataura Valley Milk processing factory, currently under construction, is expected to employ approximately 80 people and inject an estimated \$90 million into the local economy.



Figure 2 - Gore District

⁷ 2016 subnational population estimates, Statistics New Zealand.

⁸ 2016 subnational population estimates, Statistics New Zealand.

3. Present Arrangements

3.1. Organisational Overview

Gore District Council (GDC) is the territorial authority for the Gore District. Based in the township of Gore, GDC employs 84.75 FTE.

Six Community Outcomes, outlined in the Gore District Council Long Term Plan 2015 – 25, set the overall strategic direction for Councils priorities and activities.

Regulatory and Planning activities contribute to Community Outcome 6 – ‘We value and respect our environment’.

Gore District Council is a community-focused Council, with a strong organisational culture of collaboration. Staff seek to work with the community to achieve compliance with regulation and bylaws, rather than taking a punitive approach to enforcement.



Figure 3- Gore District Council Community Outcomes

3.2. Regulatory and Planning Department

The Regulatory and Planning department administers Gore District Council’s statutory and regulatory responsibilities in respect of Council policies and bylaws, as well as the following legislation:

- Building Act 2004
- Dangerous Goods Act 1974
- Dog Control Act 1996
- Food Act 2014
- Gambling Act 2003
- Health Act 1956
- Litter Act 1979
- Local Government Act 2002
- Racing Act 2003
- Reserves Act 1977
- Resource Management Act 1991
- Sale and Supply of Alcohol Act 2012

It includes the following Council activities:

- Alcohol Licensing (including gambling venue licensing)
- Animal Control
- Building Control
- Environmental Health (including food safety, noise control and HSNO)
- Parking Enforcement
- Planning/Resource Management.

Council is required by law to provide all of these services. Regulatory functions are considered a core service as per section 10 of the Local Government Act 2002. Regulatory roles are either delegated or devolved to Councils by specific legislation.

The vast majority of Regulatory and Planning activities are delivered in-house, with the exception of Environmental Health. This was previously delivered by neighbouring Southland District Council (SDC), however this contract has recently expired and cannot be renewed. SDC no longer have the capacity to deliver these services on GDC’s behalf.

There are no trained staff in house to deliver food safety and general environmental health inspections, such as HSNO. Interim measures have been deployed, including the temporary engagement of a third-party contractor. Noise and nuisance enforcement is contracted to a third party provider.

3.2.1. Department Structure

Chief Executive (CE) – The CE provides general oversight to the Regulatory and Planning department. A long-standing vacancy in the Tier 2 Manager position has meant more direct involvement by the CE over the last five years, including supervision of animal control activities.

General Manager (GM) Regulatory and Planning – The GM has overall responsibility for the performance and statutory compliance of this department. This position has been vacant for most of the last five years.

Building Control Manager – The Building Control Manager oversees the building control function, including supervision of the Building Control Officers and support staff.

Building Control Officers – Building Control Officers carry out inspections, advise tradespeople and the general public and process building consents and certificates of compliance.

Administrative Officers – Two administrative officers support the department with customer enquiries, consent processing and general administration.

Resource Management Planner – An intermediate-level planner manages day to day consent processing and customer enquiries.

Policy Planner – The Policy Planner, located primarily in Council’s policy team, contributes to bylaw and policy activities in the planning department.

Consultant Planner – An external planner provides advice and support for more complex planning matters.

Senior Regulatory Officer (SRO)– The Senior Regulatory Officer (who is also the Liquor Licensing Inspector) is responsible for delivery the alcohol licensing function, food safety matters, gambling venue licensing, bylaw enforcement, building control authority quality assurance , administration and general regulatory matters.

Animal Control Officers – One full time and two part-time officers cover this activity, working days, nights and weekends to respond to animal control enquiries.

Parking Officer – One officer works 25 hours per week monitoring parking activity in the Gore CBD, issuing fines and infringement notices as required.

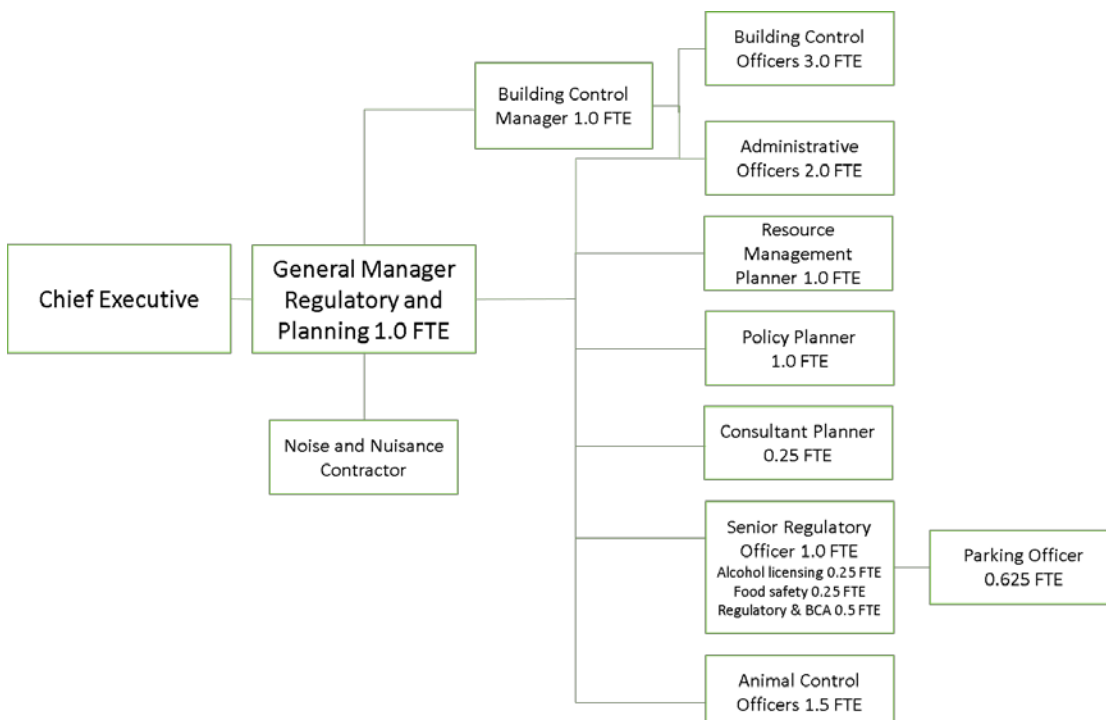


Figure 4 - Regulatory and Planning Department Structure

3.2.2. Alcohol Licensing

The alcohol licensing activity involves processing applications for liquor licenses and duty manager certificates, administering the Local Alcohol Policy, liaising with relevant health and community groups and promoting safe drinking behaviour. This activity also includes processing any Class 4 gambling applications as per Council policy. Alcohol licensing in the Gore District is currently delivered in-house. Council is the District Licensing Agency (DLA) pursuant to the Sale and Supply of Liquor Act 2012 (SSLA). GDC's Senior Licensing Inspector delivers this function along with other regulatory activities, processing approximately 90 license applications and 50 certificate applications each year. The Licensing Inspector is also responsible for inspecting premises annually to ensure continued compliance with SSLA.

Gore District is a Licensing Trust area. This means that retailing of alcohol from off-licenses and the operation of taverns is restricted to the Mataura Licensing Trust (MLT). The MLT operate 12 liquor outlets in the Gore District and is involved with the majority of applications and inspections, which creates operational efficiencies in processing and communication.

A provisional combined Local Alcohol Policy (LAP) was adopted by Gore District Council in May 2016, following a consultative process and approval by the Alcohol Regulatory and Licensing Agency. This policy, developed and adopted jointly with Southland District and Invercargill City Councils, came into effect in August 2016.

Further integration is scheduled, with the development of a combined agency agreement for District Licensing Agencies in Southland to work together to reduce alcohol related harm in the community. Council takes an outcome-focused approach to enabling compliance, preventing events from going 'underground'. With only one staff member able to carry out this activity, GDC is exposed to a business continuity risk in the event of unforeseen staff unavailability.

3.2.3. Animal Control

After a long period of outsourcing this service to a contractor, animal control services were brought back in-house in late 2014. The previous contractor was located outside of the district and Council was dissatisfied with the lack of responsiveness created by this geographic barrier. Council employs one full time officer and two part time officers. One part time officer covers the night shift and one weekend in three, while the second part time officer covers one weekend in three. The third weekend is covered by the full time officer.

GDC owns the pound facility and operates a sign-written animal control vehicle. Regulatory administration staff operate a register of dogs and handle customer requests for service. A 24 hour phone service is provided by GDC's after-hours provider. Officers respond to around 60 incidents per month.

The Gore District is home to approximately 3,300 dogs. The animal control officer investigates complaints about animals, carries out regular patrols and cares for the dogs being held in the pound. The Officer also microchips dogs that have been seized and arranges for their release back to their owner.

The Animal Control Officer reports monthly statistics and an annual report to the Regulatory Committee, including numbers of reported incidents and details of attacks and complaints. These statistics do not include measures on the effectiveness or responsiveness of the animal control service. For example, this might include response times to reported stock and dog control incidents or % of known dogs registered.

3.2.4. Building Control

Gore District Council is the Building Control Authority (BCA) for the Gore District, and as such the Building Control department administers both BCA and TA functions. Three building control officers are led by the Building Control Manager and supported by two administration staff.

Building Control Officers are responsible for site inspections, Code Compliance Certificates and Compliance Schedule functions. Administrative staff process the majority of building consents. 345 building consents valued at \$27.5 million were issues in 2015/16, slightly down from 358 consents valued at \$28.9 million in the previous year.

Building control activity is reported to the Regulatory Committee. Reports include consent activity and statistics, accreditation concerns, an update on local activities relevant to building control and proposed legislative changes.

Gore District Council takes a 'follow-through' approach to a building project, seeking to assign the same officer to all inspections and communication relevant to a specific project. Officers book their own appointments, manage their own calendars and tradespeople have individual officers' phone numbers.

With a manual system for the booking and results of inspections, as well as consent processing, there is a business continuity risk present in the current arrangements.

Funding arrangements for this activity were, until recently, 100% recouped through fees and charges. This is now transitioning toward a blended funding arrangement, with 15% of total building control costs now funded through the general rate. This reflects the 'public good' element of building services, recognising that the entire community benefits from safe buildings in the district.

3.2.5. Environmental Health

Environmental health is concerned with all aspects of the natural and built environment that may affect human health. Key activities in this activity group are:

- Food safety inspections – there is a service gap in this activity at present.
- Noise and nuisance control - outsourced to a local contractor.
- Regulating mobile shops and hawkers – managed in house by Council's regulatory officer.
- Regulating hazardous substances and new organisms (HSNO) in public and residential areas – there is a service gap in this activity at present.
- Litter control – managed in house by Council's regulatory officer
- Bylaw enforcement – managed in house by Council's regulatory officer.

HSNO and food safety were, until very recently, outsourced to the Southland District Council via a contractual agreement. This agreement has now ceased and there are no trained or certified Council officers who can deliver these services in the District.

Food Safety

As a territorial authority, Council is a registration authority and automatically recognised to verify section 39 food control plans. These are where the business operates in a single Council region and sells mainly directly to the consumer.

However, to fully deliver food safety services, Council will need to fulfil a number of additional requirements.

In order to become recognised as a verifier of all other food control plans, national programme plans, or as an evaluator of custom food control plans, Council will need to apply to become a registered agency. To become a registered agency, Council will need to be formally accredited to ISO 17020: General Criteria for the Operation of Various Types of Bodies Performing Inspection.

Council officers who will be responsible for verifying or evaluation these plans will also need to apply to become a registered person. This will require evidence of suitable training and qualification, as well as evidence of good character.

For Council officers to be able to inspect premises and enforce the Food Act 2014, they will need to apply to the Ministry of Primary Industries (MPI) for appointment as a Food Safety Officer (FSO). FSO's also need to provide evidence of appropriate training and qualifications as well as evidence of good character.

In addition, MPI considers it best-practice to have verification and enforcement functions separated across two roles. This practice preserves a relationship of cooperation between the verifier and food business, and provides internal checks and balances. This is not a compulsory requirement.

To implement all of the above requirements, Council will need to provide training to one or more Council officers. Council's Senior Regulatory Officer is currently undergoing some training in this area. As well as the Senior Regulatory Officer, this might include the training of another officer or the recruitment of an additional staff member.

HSNO

Territorial authorities are responsible for enforcing the Hazardous Substances and New Organisms (HSNO) Act 1996 in any premises in their district that is not the jurisdiction of another lead agency under the Act.

Enforcement officers can be appointed by GDC's Chief Executive. Qualifications for enforcement officers were set by regulation until May 2016. This has been replaced by an Environmental Protection Authority Notice⁹, which specifies that a prospective enforcement officer must have relevant and adequate experience, know and be able to describe the relevant provisions of the Act, and know and be able to describe the details of the hazardous substances management relevant to the enforcement functions specified in their warrant.

Most agencies require enforcement officers to pass a basic HSNO training course and have a minimum six months practical experience.

Council does not currently have any trained HSNO capability in-house and would need to recruit for this position, or train an existing staff member.

Noise and Nuisance

GDC has the power to control noise and nuisance under the Resource Management Act 1991 (RMA) and to appoint any of its officers as an enforcement officer under the Act. As this function is currently outsourced, Council would need to recruit for a new position or assign this responsibility to an existing Council officer. With only one regulatory officer, this is unlikely to be feasible, especially given that many noise and nuisance complaints occur outside of business hours.

3.2.6. Parking Enforcement

Paid parking in Gore's CBD is monitored and collected by an in-house parking officer, employed by GDC for 25 hours each week.

Parking enforcement is not included in the scope of the detailed analysis, due to its low risk and low complexity.

3.2.7. Planning and Resource Management

Planning staff are responsible for reviewing and making changes to the Gore District Plan. Planners are responsible for processing resource consents, providing planning input to building consents and LIM reports and responding to customer enquiries. Planning staff also represent Council on local and regional stakeholder groups. The Planning team consists of one Resource Management Planner, one Policy Planner and a shared administrator. A Consultant Planner works on a part-time basis. The vacant General Manager position has left a capability and resourcing gap in this department which has made it difficult to resource more proactive or initiative-focused activities such as monitoring and enforcement, potentially exposing Council to risk.

Consent data is reported to Council's Regulatory Committee and the Ministry for the Environment.

3.3. Rationale for Service Provision

In the Gore District Council Long Term Plan 2015 – 25 the rationale for providing regulatory activities is that: *"The provision of these activities is required under the legislation listed above and provides for the protection and safety of the people and resources that make up the Gore District. The Council is charged with providing the activities in this group to ensure public health and safety, and economic activity and development occurs in*

⁹ [http://www.epa.govt.nz/Publications/Hazardous_Substances_\(Enforcement_Officer_Qualifications\)_Notice_2015.pdf](http://www.epa.govt.nz/Publications/Hazardous_Substances_(Enforcement_Officer_Qualifications)_Notice_2015.pdf)

a way that does not place people or the environment at risk. This activity group makes a primary contribution to the community outcomes of a safe and supportive community and a sustainable environment.”

3.4. Governance Arrangements

The regulatory activities report regularly to the Regulatory and Planning Committee, one of four standing committees that meet on a six-weekly basis. This committee provides “oversight of the inspectorate, licensing, resource consent, planning and building control functions of the Council.¹⁰”

3.5. Funding Arrangements

Regulatory activities are currently funded through a combination of fees and charges, infringements/fines and general rates. Overall, ‘users’ pay for approximately half of the cost of providing these services, with general rates and fines (predominantly parking tickets) funding the remainder. This cost split compares similarly to a number of peer Councils.

Council’s Revenue and Financing Policy outlines a broad funding range of around 60% public/40% private for regulatory services, stating that “the entire community benefits from safe, reliable infrastructure and resources and consistent Council procedures. Council benefits from the existence of a transparent framework to follow.” Planned 2016/17 funding arrangements reflect this desired split.

GDC’s policy position is that the activities cannot be fully funded by users and that there is a “residual public good that needs to be funded from rates.”

Table 4 – Funding Arrangements 2016/17

Funding Source	\$	%
General rates	628,000	42%
Fees and charges	817,000	54%
Infringements/fines	64,000	4%
Total	1,509,000	100%

Building control is accounted for separately for accounting purposes, although this is not reflected in the Annual Plan or Annual Report.

It is not possible to state which activities are ‘user pays’ and which are being subsidised by the general rate, as all Regulatory and Planning activities, except building control, are handled as a single department. Allocation of overhead charges and revenue received is not targeted to a specific activity.

3.5.1. Fees and Charges

Some of the fees and charges charged by Council are prescribed by legislation. Others are determined in accordance with Council’s Revenue and Financing Policy.

In general, GDC’s fees and charges compare similarly with other Council fees.

A fees and charges comparison undertaken at Southland District Council in 2015 shows that, compared to surrounding Councils, Gore’s building control fees for new dwellings are comparatively high. This difference may reflect different charging models, revenue and financing policies or overhead allocations.

¹⁰ Gore District Council Local Governance Statement 2014

3.6. Current Performance

Council defines effective performance for this activity group within the following performance framework:

Statement of Service Performance

COUNCIL OUTCOME	CONTRIBUTION FROM THE COUNCIL'S REGULATORY ACTIVITIES TO COMMUNITY OUTCOMES	LEVEL OF SERVICE
We value and respect our environment. A key objective under this outcome is to maintain a regulatory culture that places an emphasis on education, empowerment and collaboration over rigid application of rules and implementation of sanctions.	The Council's regulatory services staff provide efficient service and clear and consistent advice to individuals and business enterprises on the regulatory requirements that guide the conduct of their activities. In so doing, the Council provides an environment that is conducive to business and economic growth in the District.	<ul style="list-style-type: none"> Food services used by the public are healthy and safe. The sale of liquor is controlled to prevent harm caused by the excessive or inappropriate consumption of alcohol. The Council provides a timely resource consent processing service. The Council processes, inspects and certifies building work in the Gore District.
	The Council's resource management activities directly contribute to the sustainable use of land, water and other natural resources in the District.	<ul style="list-style-type: none"> Building consent applications are processed within statutory timeframes.

Figure 5- Regulatory and Planning: Statement of Service Performance- Gore District Council Long Term Plan 2015 – 25 p86

The levels of service are then monitored through a series of performance measures that are reported against each year in the Annual Report. Performance measures are summarised in the following table.

LEVELS OF SERVICE, PERFORMANCE MEASURES AND TARGETS 2015-16

Council Outcome	Levels of Service	Performance Measures	Target 2016	Achieved
We have a quality infrastructure with potential for growth.	The Council provides a timely resource consent processing service.	Percentage of resource consent applications processed in accordance with statutory timeframes (within 20 days of filing).	100%	96% (not achieved) – Two consents were not processed within statutory timeframes.
We value and respect our environment	The Council processes, inspects and certifies building work in the Gore District.	The Gore District Council maintains its processes so that it meets BCA accreditation every two years.	Accreditation maintained	IANZ have recommended accreditation is extended for a further two years

Figure 6 - 2015/16 Regulatory and Planning Performance

For the 2012 – 22 LTP period, GDC measured a wider range of targets and indicators. This information is still captured in the Regulatory Committee meeting reports provided by Council officers. Over the last five years, GDC has consistently achieved performance targets in this activity group.

Performance measures are currently strongly focused on meeting statutory timeframes and centre on Council process and activities. As is common for accountability-based performance frameworks, performance measures are lacking a customer-focus, outcome-focus or service-quality orientation.

3.7. Cost

Council's operating expenditure for this activity group was \$1,570,099 in 2015/16. This figure, which captures all costs including overheads, includes \$568,505 of operational expenditure in Building, which is reported/accounted for separately.

Council's capital expenditure for this activity group was \$26,598 in 2015/16. This figure includes \$17,087 of capital expenditure in Building Control, which is reported and accounted for separately.

Table 5 – Regulatory and Planning Total Group Costs 2015/16

Activity	Operating Expenditure	Capital Expenditure	Total
Building	568,505	17,087	585,592
Regulatory and Planning	1,001,594	9,511	1,011,105
Total	1,570,099	26,598	1,596,697

As Regulatory and Planning is managed as one cost centre for accounting purposes, excluding Building, it is difficult to accurately extract the individual cost and revenue information for separate activities. The table below shows direct costs for 2015/16 that can be attributed to specific activities.

Table 6 – Regulatory and Planning Activity Costs 2015/16

Activity	Operating Expenditure	Capital Expenditure	Total
Alcohol Licensing	8,913 ¹¹	-	8,913
Animal Control	84,500 ¹²	-	84,500
Parking	40,000 ¹³	8,880	48,880
Environmental Health	10,890 ¹⁴	-	10,890
Total	144,303	8,880	153,183

Planning and Resource Management is not able to be reliably separated from other costs and revenue items in the overall Regulatory and Planning budget.

3.8. Issues with Present Arrangements

3.8.1. Financial Management

The Regulatory and Planning activity group is currently managed as a single account, with the exception of building which is accounted for separately. By merging the revenue and expenditure across all of these activities, it is not possible to reliably understand the financial performance and details for an individual activity. This makes it difficult to assess compliance with the GDC Revenue and Financing Policy and to pinpoint cost-effectiveness of alternative arrangements within an activity, or identify trends.

3.8.2. Performance Management

Performance in this activity is measured within the Long Term Plan framework outlined above. However, there lacks a meaningful baseline of outcome-focused measurement or customer satisfaction within which to understand the true performance of activities in this department.

There is an anecdotal evidence base informing thinking on a number of issues – i.e. 'the building service is well-regarded'; 'local businesses had a bad experience with the SDC food safety officers'; 'builders are

¹¹ Direct costs, does not include wages or overheads

¹² All direct costs, does not include overheads

¹³ All direct costs, does not include overheads

¹⁴ Direct costs, does not include wages or overheads

frustrated by inconsistent rules, fees and charges across multiple district.’ However, these are not validated by an independent measure such as customer satisfaction surveys.

A strong baseline of empirical evidence would significantly enhance decision-making in this area.

3.8.3. Legislative Compliance

Council does not currently have the resources or structure within which to meet the requirements of the Food Act 2014. Furthermore, there are other elements of Council’s service, including the monitoring and enforcement function of the Resource Management Act, which are potentially not being adequately resourced or implemented.

Ongoing and upcoming changes to legislation including the Building Act and Resource Management Act may provide difficult to comply with if they are not proactively planned for. Identifying methods to improve the efficiency and productivity in these activities may assist with GDC’s capability to meet these needs. These could include:

- new ways of organizing workflows, such as a centralised booking system
- using technology for improved processes and records management, such as electronic property files.

3.8.4. Internal Capacity

General Manager Position

A long-running senior management vacancy in this department has significantly undermined Regulatory and Planning’s supervision, development and ability to take a proactive approach in some areas, such as Planning and Resource Management. The recent appointment of a General Manager to this role will be a positive addition to the overall operation of this group.

Resource Consent Knowledge

Staff also identified potential capacity or knowledge gaps across Council’s other departments, regarding Regulatory and Planning activities. In particular, staff from the Operations department may lack an understanding of the necessary process for, or significance of, the resource management framework.

Environmental Health

There is no staffing or supporting framework for food safety or hazardous substances regulation. Boosting internal capacity in this area will require a combination of workload reallocation, training and upskilling and/or recruitment. In addition, business processes will need to be developed and implemented to support this capacity, including communications and stakeholder engagement, processing capability, reporting, monitoring and customer service.

3.8.5. Balancing Customer Service, Cost and Risk

In seeking genuine value for money, Council needs to ensure they are striking the appropriate balance of customer service with an acceptable whole-of-service cost and manageable level of risk. At present, there are activities in this department, such as Building Control, providing a highly personal or customer-driven level of service. Were this level of service to be reduced, Council may be able to redirect resources, save costs, improve efficiency or increase productivity.

Without accurate financial, performance and customer satisfaction data to inform these trade-offs, it is difficult to make a high quality decision. For example, choosing to resource the Environmental Health function in-house would likely increase GDC’s risk profile and delivery costs. However, there may be a measurable increase in customer satisfaction or food safety outcomes that would justify this decision. Without a strong evidence base, these assessments are difficult to achieve.

Council should prioritise the establishment of a baseline performance framework to enable evidence-based future decision-making.

4. Assessing Options

4.1. Introduction

Section 17A of the LGA requires Council to review the cost-effectiveness of current arrangements for *governance, funding and service delivery*. This section details potential options for each of these elements.

The high-level options considered for each activity include:

1. **In-house service delivery** – GDC officers are responsible for delivering the service, while Council governs, making decisions about policy and funding.
2. **Shared services arrangements with other Councils** – This would include entering into shared service arrangements for some or all of the activities in this group, through a joint committee, CCO or merger. This is the overall direction suggested by regional initiatives such as the Southland Regional Development Strategy working groups.
3. **Outsourcing** - some or all of the regulatory activities are outsourced to a third party contractor or other Council.

4.2. Critical Success Factors

Gore District Council has a strong and cohesive organisational culture, which embodies a customer-focused approach to service. This extends to regulatory activities, where Council seeks to work with, rather than against their customers and community.

The objective of a s17A review is to determine whether the existing means for delivering a service remains the most *efficient, effective and appropriate* means of delivering that service. However, the Act does not define what efficient, effective or appropriate service delivery constitutes.

With this in mind, a number of critical success factors specific to Gore District Council (GDC) and Gore District community's values, priorities and requirements for this group of services have been agreed with key Council staff and elected members.

These critical success factors provide a check and balance to nuance the detailed options analysis for each activity, ensuring that recommendations are in accordance with the unique priorities, values and culture of this Council and community.

Critical Success Factor One: Outcome-focused statutory compliance

Regulatory activities are tightly controlled by statute. The ability of the organisation to fulfil current and future statutory requirements is a key priority for Gore District Council (GDC). Further, the Council is committed to working alongside the community to enable them to reach compliance.

Critical Success Factor Two: Value for money

Value for money in this context considers not only on the minimum cost (economy) but also on achieving the optimal outcome for the money spent (effectiveness). This lens is an important consideration for GDC who take a cautious approach to adopting new processes and technologies where the potential return cannot be accurately quantified.

Critical Success Factor Three: Personal, local customer service

Providing personalised, customer-driven service is a key value for GDC. For GDC, this means being enabling and 'easy to deal with' and cultivating a strong reputation for customer experience that stands out amongst peer Councils.

4.3. Funding Options

Funding options for regulatory activities are limited, in many cases by statute. As with most Councils, Gore charges fees for individual service interactions and also uses rates funding to cover the remaining cost of service provision.

The ideal mix of fees, charges and rates funding is a complex decision that needs to be made with a number of factors in mind. Council has the opportunity set the direction for this funding every three years with the development of the Long Term Plan.

For this Council, those factors might include the Regional Development Strategy action group ('Ease of Doing Business') desire to standardise fees across the region. This initiative would make it simpler for businesses to interact with Council and lay the groundwork for future shared services.

Examples of potential funding options that Council could consider for each activity might include:

- changing the funding mix to allocate a larger section of activity costs to either fees or rates.
- standardising fees in one or all activities with other Southland District Councils as part of a joint initiative to make it simpler to 'do business.'
- investigating opportunities to pool or share funding in a joint governance and service delivery arrangement
- introducing a profit-driven model where regulatory services seek to earn income. An example of this might be the Clutha District contracting Gore District to provide dog control services.

Any decision on funding should be made through a comprehensive strategic planning and consultative process, most likely as part of Long Term Plan discussions.

5. Detailed Options Analysis

5.1. Alcohol Licensing

Alcohol Licensing	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
LGA option	s17(A)(4)(a)
Feasibility	This option is feasible as per current legislation. No change to funding, governance or service delivery arrangements would be required. GDC has the organisational infrastructure available to provide this service, including a trained licensing inspector in house, supported by administrative staff. There are no contracts or agreements that need altering to implement this option.
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>The Southland Liquor Liaison Group provides a forum for licensing inspectors across the region to discuss wider issues with the police, public health, fire service and other Council staff. Submissions to the draft Joint Local Alcohol Policy did not specifically address Council's service delivery, outside of changes requested to specific conditions proposed in the LAP.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. If Council was to continue providing these services in-house, no consultation will be required.</p> <p>To better understand community views on alcohol licensing services, Council might consider introducing a question to the annual Residents' Survey.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Personal local service - Continued GDC control of this activity enables more personalised local service delivery than shared or out-sourced models. ● Improved community outcomes – Retaining a positive, high-trust relationship in this space encourages community members to work with Council, reducing the risk of uncontrolled or unlicensed events. ● Regional strategic alignment - through implementation of the joint Local Alcohol Policy.
Potential Risks	<ul style="list-style-type: none"> ● Business continuity - Relying on only one trained staff member for the delivery of this service presents a business continuity risk to Council. ● Relationship – Customer satisfaction cannot be well understood with only one contact person and no independent verification. There is a risk that dissatisfaction is not identified and remedied early, eroding relationship capital within the community. ● Error- With one staff member performing this function, there is an increased risk of error without regular supervision and audit.
Costs and Value for Money	<p>Direct operating costs for this activity were \$8,913 in 2015/16. This does not include wages or overheads.</p> <p>There was no capital expenditure for this activity in 2015/16.</p> <p>\$51,817 was received in operating revenue for 2015/16.</p> <p>GDC's current financial practice means it is not possible to reliably understand the financial performance and details for an individual activity in this group.</p>

Alcohol Licensing	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
Commercial / Partner Feasibility	N/A – no outsourcing required.
Compliance	This option is compliant with the requirements of the Sale and Supply of Liquor Act 2012, provided that the correct process for application processing and inspections continue to be met.
Impact on Service Quality	There will be no net effect on service quality of continuing with this option, as it is the status quo. Without independent customer satisfaction data it is not possible to make an accurate assessment of customer perception. GDC's liquor licensing inspector is able to complement the transaction requirements of this activity with regional and sector initiatives to further reduce the risk of alcohol-related harm in the community.
Overall Assessment	Overall, the status quo is a cost-effective option. Fees and charges appear, with the rudimentary figures available, to cover the operating costs of keeping alcohol licensing in house. The relatively low volumes of applications and inspections is a manageable work load within the context of the current licensing inspector role. It is recommended that the status quo be retained, with the enhancements listed below.
Enhancements to Status Quo Option	Council could enhance the status quo delivery of this service. This would include: <ul style="list-style-type: none"> • Training an alternative Council officer or formalizing an agreement for periodic licensing inspections with a neighbouring Council. This would minimize the business continuity risk of relying on one trained staff member. • Implementing an independent measure of customer satisfaction to enable early identification and/or response to any issues that might present.

Alcohol Licensing	Option 2 - Shared services model – a joint committee or CCO
LGA option	s17(A)(4)(c)
Feasibility	<p>This option is feasible under current legislation. It also aligns strategically with the regional policy direction advocated by SoRDS. It would require changes to funding arrangements, a new governance model and agreement and agreed changes to service delivery. New contracts and agreements would be required, along with an SCP.</p> <p>Council has the existing infrastructure and internal capability to deliver all aspects of this service, making a wide range of arrangements possible.</p> <p>Repetitive, rules-based transactions makes this activity suitable for shared services. Depending on the other Councils involved in service provision, there is an existing joint policy framework in place through the joint Local Alcohol Policy.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>The Southland Liquor Liaison Group provides a forum for licensing inspectors across the region to discuss wider issues with the police, public health, fire service and other Council staff.</p> <p>Submissions to the draft Joint Local Alcohol Policy did not specifically address Council's service delivery, outside of changes requested to specific conditions proposed in the LAP.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. To better understand community views on alcohol licensing services, Council might consider introducing a question to the annual Residents' Survey or surveying the customer at the point of service provision.</p> <p>While no formal or specific consultation has been carried out around shared services, anecdotally there is a perceived positive attitude toward these sort of arrangements due to the potential for cost-efficiencies. A proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Access to expertise – sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. ● More consistent service would be provided to customers who transact with multiple district authorities ● Cost-savings may be enabled through the economies of scale. ● Increased business continuity – this arrangement would mitigate the current business continuity risk of relying on just one licensing inspector. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service. ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure could become more affordable to implement in a shared service model. This would enhance the convenience of service to customers.
Potential Risks	<ul style="list-style-type: none"> ● Cost-savings not realised – Gore District's relatively low-scale processing and inspections function may not realise material cost-savings through shared services. Existing infrastructure and internal capability will not be utilized as

Alcohol Licensing	Option 2 - Shared services model – a joint committee or CCO
	<p>effectively. It may be difficult to pinpoint cost savings as activities are not accounted for separately.</p> <ul style="list-style-type: none"> • Less personal service – through reduced GDC control, potentially compromising Council/customer relationships. • Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council • Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase • Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives.
Costs and Value for Money	<p>This option will incur establishment costs which, depending on how they were allocated between partners, could outweigh any potential cost-savings in the short to medium term.</p> <p>The relatively low cost of this service raises questions about the economies that might be achieved. Improved value for money might be possible through this model with more efficient or compliant service, or the more affordable implementation of electronic processing capabilities.</p>
Commercial / Partner Feasibility	<p>The capacity for regional collaboration has already been established through the Joint Local Alcohol Policy development process. Whether the political and community will for more integrated service delivery exists would need to be evaluated through engagement with other Councils and consultation with each Council's community.</p>
Compliance	<p>This option is compliant with the requirements of the Sale and Supply of Liquor Act 2012, provided that the correct process for application processing and inspections continue to be met. Compliance may improve or be more effectively monitored through a joint committee system.</p>
Impact on Service Quality	<p>Personalised local service may decrease through the administration of a shared services model, if a licensing inspector from outside of the district was to assume responsibility for Gore District customers. This could also impact community outcomes, with a lower-trust arrangement leading to more risky or non-compliant behaviour. This risk may be mitigated if the existing licensing inspector retained responsibility for this territory.</p> <p>Efficiency and consistency may improve with the benefits of a shared services arrangements. Larger scale arrangements would also make electronic processing a more affordable option than the status quo, which could deliver access and convenience benefits to customers and staff.</p> <p>The transition to a new service delivery arrangement may have a temporary impact on service quality.</p>
Overall Assessment	<p>Shared services have the potential to deliver efficiencies, service improvements and/or cost savings, as well as mitigating an existing business continuity risk. Delegating the repetitive and administrative functions of alcohol licensing to a shared services arrangement with other Councils, while unlikely to achieve significant cost-savings for Gore District Council, could free up the SRO for service improvements in other regulatory areas. However, this may come at the cost of a direct and personalised local service.</p> <p>Alcohol licensing may not be a compelling proposition for shared services as a single activity, with transition and ongoing costs likely to outweigh the benefits. If other activities were being included in a shared service arrangement, such as environmental health, there may be some advantages in including this service.</p>

Alcohol Licensing	Option 3 - Outsource service delivery to another Council or third party provider
LGA option	s17(A)(4)(b)(iii); s17(A)(4)(b)(v)
Feasibility	<p>This option is feasible under current legislation. It would not require any changes to funding or governance arrangements. New contracts and agreements would be required to contract with the alternative provider or Council.</p> <p>A repetitive, rules-based transaction focus makes this activity potentially suitable for outsourcing.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>The Southland Liquor Liaison Group provides a forum for licensing inspectors across the region to discuss wider issues with the police, public health, fire service and other Council staff.</p> <p>Submissions to the draft Joint Local Alcohol Policy did not specifically address Council's service delivery, outside of changes requested to specific conditions proposed in the LAP.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity.</p> <p>To better understand community views on alcohol licensing services, Council might consider introducing a question to the annual Residents' Survey.</p> <p>The wider community may have a view on the outsourcing of these services. Stakeholders such as the Maitaia Licensing Trust should be engaged with should this option be seriously considered, along with an SCP.</p>
Potential Benefits	<ul style="list-style-type: none"> ● GDC control - retains some control of the service by setting the parameters through which service delivery takes place ● Cost-savings - Potential cost-savings depending on specific contract terms ● Business continuity - Mitigates existing business continuity risk of relying on one licensing inspector ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more consistent and efficient service. ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure may be available with an external provider. This would enhance the convenience of service to customers. ● Streamlined regulatory focus on core areas may be achieved through internal reallocation of resources.
Potential Risks	<ul style="list-style-type: none"> ● Cost-savings not realised – Gore District's relatively low-scale processing and inspections function may not realise material cost-savings through outsourcing. Existing infrastructure and internal capability may not be utilized as effectively. It may be difficult to pinpoint cost savings as activities are not accounted for separately. ● Less personal service – through reduced GDC control, potentially compromising Council/customer relationships. ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council

Alcohol Licensing	Option 3 - Outsource service delivery to another Council or third party provider
	<ul style="list-style-type: none"> • Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase • Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives.
Costs and Value for Money	<p>This option would incur costs with relation to tendering for services, contract establishment and ongoing monitoring.</p> <p>The cost of outsourcing the service would need to be established in a more detailed business case, including discussions with potential providers.</p>
Commercial / Partner Feasibility	<p>There may be limited local capacity in the commercial market for outsourced services. This would need to be tested in a ROI or RFP process. Outsourcing to another Council would be a more feasible option. Further investigation would be required.</p>
Compliance	<p>This option is compliant with the requirements of the Sale and Supply of Liquor Act 2012, provided that the correct process for application processing and inspections continue to be met.</p>
Impact on Service Quality	<p>Personalised local service may decrease through outsourcing, However, using an independent contractor can also improve compliance and consistency.</p> <p>Third party providers may have improved systems, infrastructure and technology, to deliver a more convenient or accessible service to customers.</p>
Overall Assessment	<p>Outsourcing has the potential to deliver efficiencies, service improvements and/or cost savings, as well as mitigating an existing business continuity risk. However, the availability of a third party provider is yet to be tested. Another Council may be willing to take on GDC's administration, processing and inspections through a contract arrangement, however this is unlikely to yield material cost savings.</p> <p>It is recommended that this option be discounted from further consideration at this time.</p>

5.2. Animal Control

Animal Control	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
LGA option	s17(A)(4)(a)
Feasibility	This option is feasible as per current legislation. No change to funding, governance or service delivery arrangements would be required. GDC has the organisational infrastructure available to provide this service, including a trained animal control officer in house, supported by administrative staff. There are no contracts or agreements that need altering to implement this option.
Community Views and Preferences	GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes. Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities. To better understand community views on animal control services, Council might consider introducing a question to the annual Residents' Survey.
Potential Benefits	<ul style="list-style-type: none"> ● Personal local service – through total GDC control of this activity. ● Proactive service - is enabled through patrols and initiatives.
Potential Risks	<ul style="list-style-type: none"> ● Business continuity - Relying on only one trained staff member for the delivery of this service presents a business continuity risk to Council. ● Error- With one staff member performing this function, there is an increased risk of error without regular supervision and audit. ● Relationship – Customer satisfaction cannot be well understood with only one contact person and no independent verification. There is a risk that dissatisfaction is not identified and remedied early, eroding relationship capital within the community.
Costs and Value for Money	Direct operating costs for this activity were \$84,500 in 2015/16. This is predicted to rise to \$103,836 in 2016/17, including all direct costs but excluding overheads. There was no capital expenditure for this activity in 2015/16. \$117,166 was received in operating revenue for 2015/16. GDC's current financial practice means it is not possible to reliably understand the financial performance and details for an individual activity in this group.
Commercial / Partner Feasibility	N/A – no outsourcing required.
Compliance	This option is compliant with the requirements of the Dog Control Act 1996.
Impact on Service Quality	There will be no net effect on service quality of continuing with this option, as it is the status quo. There is no data available to measure response times, to ascertain whether service levels have increased by delivering the service in-house instead of through a contractor, as per the previous contract arrangement.
Overall Assessment	<p>Overall, the status quo is a cost-effective option. Fees and charges appear, with the rudimentary figures available, to cover the operating costs of keeping animal control in house. Recent service changes and investment in supporting infrastructure such as signwriting means that shifting to an alternative model is unlikely to be cost-effective at this time.</p> <p>This service should be reviewed for effectiveness in the next three years to gain a true understanding of how effective the switch from a third-party provider has been.</p>

Animal Control	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
Enhancements to Status Quo option	<p>Council could enhance the status quo delivery of this service. This would include:</p> <ul style="list-style-type: none"> • implementing an independent metric of customer satisfaction • introducing separate cost accounting to better understand activity-specific financial performance.

Animal Control	Option 2 - Shared services model – a joint committee or CCO
LGA option	s17(A)(4)(c)
Feasibility	This option is feasible as per current legislation. It also aligns strategically with the regional policy direction advocated by SoRDS. It would require changes to funding arrangements, a new governance model and agreement and agreed changes to service delivery. New contracts and agreements would be required for this model, along with a special consultative procedure.
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities. To better understand community views on animal control services, Council might consider introducing a question to the annual Residents' Survey.</p> <p>While no formal or specific consultation has been carried out around shared services, anecdotally there is a perceived positive attitude toward these sort of arrangements due to the potential for cost-efficiencies. A proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Access to expertise – sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. ● More consistent service would be provided to customers who transact with multiple district authorities. ● Cost-savings may be enabled through the economies of scale. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service. ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure become more affordable to implement in a shared service model. This would enhance the convenience of service to customers.
Potential Risks	<ul style="list-style-type: none"> ● Less personal service through reduced GDC control , potentially compromising Council/customer relationships ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or lacks experience with the Gore District Council ● Reduced safety – If animal control was based outside of the district, a lack of responsiveness could endanger the safety of the community and/or the animals involved ● Reduced proactivity – A shared service model may not have the resources to efficiently staff regular patrols and initiatives as per the current service model, reducing the comparative effectiveness of this option. ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase ● Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives.
Costs and Value for Money	<p>Moving to a shared services model will require establishment costs, which, depending on how they are allocated between partners, could outweigh any potential cost savings.</p> <p>Improved value for money might be possible through this model through reduced overheads.</p>

Animal Control	Option 2 - Shared services model – a joint committee or CCO
Commercial / Partner Feasibility	Whether the political and community will for more integrated service delivery exists would need to be evaluated through engagement with other Councils and consultation with each Council's community.
Compliance	This option is compliant with the requirements of the Dog Control Act 1996. Compliance may improve or be more effectively monitored through a joint committee system
Impact on Service Quality	<p>Personalised local service, proactivity and responsiveness may decrease through the administration of a shared services model, if an officer from outside of the district was to assume responsibility for Gore District customers.</p> <p>Larger scale arrangements would make electronic processing a more affordable option than the status quo, which could deliver access and convenience benefits to customers and staff.</p>
Overall Assessment	<p>Shared services have the potential to deliver cost-savings and administrative efficiencies, however with recent service changes and investment in supporting infrastructure such as signwriting, shifting to an alternative model is unlikely to be cost-effective at this time. Furthermore, loss of GDC control and the potential for increased geographic distance increases the risk of profile of this option.</p> <p>It is recommended that this option be discounted from further consideration at this time.</p>

Animal Control	Option 3 - Outsource service delivery to another Council or third party provider
LGA option	s17(A)(4)(b)(iii); s17(A)(4)(b)(v)
Feasibility	This option is feasible as per current legislation. It would not require any changes to funding or governance arrangements. New contracts and agreements would be required to contract with the alternative provider.
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities. To better understand community views on alcohol licensing services, Council might consider introducing a question to the annual Residents' Survey.</p> <p>Any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Personal local service through GDC control of the service by setting the parameters through which service delivery takes place. ● Cost-savings - Potential cost-savings depending on specific contract terms. ● Business continuity - Mitigates existing business continuity risk of relying on one in-house animal control officer. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service. ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure may be available with an external provider. This would enhance the convenience of service to customers.
Potential Risks	<ul style="list-style-type: none"> ● Less personal local service – A reduction in GDC control of service delivery may impact the personalization of local service or compromise Council/customer relationships. ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council ● Reduced Safety – If animal control was based outside of the district, a lack of responsiveness could endanger the safety of the community and/or the animals involved ● Reduced proactivity – A shared service model may not have the resources to efficiently staff regular patrols and initiatives as per the current service model, reducing the comparative effectiveness of this option. ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase
Costs and Value for Money	<p>Reduced costs might be possible through this model through reduced overheads. Without accurate data about the cost of outsourcing and true cost for delivering in – house, this is difficult to gauge.</p> <p>This option would incur costs with relation to tendering for services, contract establishment and ongoing monitoring.</p> <p>It may be difficult to pinpoint cost savings as activities are not accounted for separately.</p>
Commercial / Partner Feasibility	<p>There may be limited local capacity in the commercial market for outsourced services. A former commercial agreement was terminated in 2014 due to geographic constraints limiting service responsiveness – though empirical data is not available to confirm this. This would also be an issue with outsourcing to another Council.</p>
Compliance	This option is compliant with the requirements of the Dog Control Act 1996.

Animal Control	Option 3 - Outsource service delivery to another Council or third party provider
Impact on Service Quality	<p>Personalised local service, proactivity and responsiveness may decrease through outsourcing, if a provider from outside of the district was to assume responsibility for Gore District customers.</p> <p>Third party providers may have improved systems, infrastructure and technology, to deliver a more convenient or accessible service to customers.</p>
Overall Assessment	<p>Outsourcing has the potential to deliver cost savings, however, as proven by recent GDC experience, there may be a negative impact on responsiveness and service quality.</p> <p>It is recommended that this option be discounted from further consideration at this time.</p>

5.3. Building Control

Building Control	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
LGA option	s17(A)(4)(a)
Feasibility	<p>This option is feasible as per current legislation. No change to funding, governance or service delivery arrangements would be required. GDC has the organisational infrastructure available to provide this service, including building control officers, the Building Control Manager and supporting administrative staff. A Memorandum of Understanding with other Councils provides opportunities for crossing boundaries and sharing resources when necessary</p> <p>There are no contracts or agreements that need altering to implement this option.</p> <p>Legislative change</p> <p>Significant changes are currently underway to the earthquake-prone buildings provisions of the Building Act. These changes will require Council to consult with the community and implement a number of internal process and policy changes. Resourcing these changes may be a challenge within the existing team.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. If Council was to continue providing these services in-house, no consultation will be required.</p> <p>To better understand community views on building control services, Council might consider introducing a question to the annual Residents' Survey or surveying customers directly.</p>
Potential Benefits	<ul style="list-style-type: none"> • Regional strategic alignment through continued implementation of the joint procedures manual • Personalised local service - The 'continuity of care' model practiced in-house provides personalised local service
Potential Risks	<ul style="list-style-type: none"> • Business continuity - Relying on direct communication with inspectors and a manual diary and appointments system presents a risk if an inspector is unexpectedly unable to work. • Regional Inconsistency – Inconsistencies between different districts within the Southland region may be frustrating for tradespeople who regularly transact with multiple Councils. • Relationship – Customer satisfaction cannot be well understood without an empirical evidence base. There is a risk that dissatisfaction is not identified and remedied early, eroding relationship capital within the community.
Costs and Value for Money	<p>Direct operating costs for this activity were \$568,505 in 2015/16. This encompasses all costs including overheads.</p> <p>Capital expenditure was \$17,087 for this activity in 2015/16.</p> <p>\$507,748 was received in operating revenue for 2015/16. GDC's current financial practice means it is not possible to reliably understand the financial performance and details for an individual activity in this group.</p>

Building Control	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
Commercial / Partner Feasibility	N/A – no outsourcing required except for the ongoing arrangement for BCA auditing. This is a statutory requirement.
Compliance	<p>This option is compliant with the requirements of the Building Act 2004, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>However, increasing requirements on Councils with 2016 changes to the Building Act are going to prove a challenge to resource within current arrangements. Internal changes to business processes and staffing levels may be required to continue to comply with the legislation.</p>
Impact on Service Quality	If resourcing issues are not addressed to meet increasing requirements of the Building Act, service quality may be affected.
Overall Assessment	<p>The status quo has a number of deficiencies for cost-effectiveness. Administrative risks and inefficiencies threaten the value for money provided by this service. However, the risk of service failure is low, provided that measures are implemented to address the current business continuity risk.</p> <p>Complying with statutory requirements in the future may become an increasing challenge for small Councils like GDC and early engagement as part of the Regional Development Strategy has suggested that regional inconsistency could be affecting the customer service experience.</p>
Enhancements to Status Quo option	<p>Council could enhance the status quo delivery of this service. This could include:</p> <ul style="list-style-type: none"> ● implementing an independent measure of customer satisfaction to enable early identification and/or response to any issues that might present. ● a centralised booking system to address the risk of service failure and improve administrative efficiency ● moving toward electronic processing abilities for administrative efficiencies and improve the access and convenience of service to building customers. ● continuing to standardise elements of the service regionally, in line with the work already completed for the operating manual, to improve service to building customers region-wide.

Building Control	Option 2 - Shared service model – a joint committee or CCO
LGA option	s17(A)(4)(c)
Feasibility	<p>This option is feasible under current legislation. It also aligns strategically with the regional policy direction advocated by SoRDS. It would require changes to funding arrangements, a new governance model and agreement and agreed changes to service delivery. New contracts and agreements would be required for this model, along with a special consultative procedure.</p> <p>Repetitive, rules-based transaction focus makes this activity suitable for shared services.</p> <p>Legislative change</p> <p>Significant changes are currently underway to the earthquake-prone buildings provisions of the Building Act. These changes will require Councils or their delegated authorities to consult with the community and implement a number of internal process and policy changes. A joint committee may provide more resources and expertise to support this process.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. To better understand community views on building control services, Council might consider introducing a question to the annual Residents' Survey or surveying customers directly at the conclusion of service provision.</p> <p>While no formal or specific consultation has been carried out around shared services, anecdotally there is a perceived positive attitude toward these sort of arrangements due to the potential for cost-efficiencies. A proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> • Access to expertise – sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. • More consistent service would be provided to customers who transact with multiple district authorities • Cost-savings may be enabled through the economies of scale. • Regional strategic alignment with SoRDS objectives. • Improved efficiency through more systematic processing capabilities. • Improved service delivery through more efficient and effective service • Access to more advanced technology such as electronic processing abilities. IT and other infrastructure become more affordable to implement in a shared service model. This would enhance the convenience of service to customers. • Improved compliance - Pooling resources and expertise may better enable compliance with the increased requirements of 2016 amendments to the Building Act.
Potential Risks	<ul style="list-style-type: none"> • Cost savings not realised – Material cost savings may not be realised in switching to a new model. It may be difficult to pinpoint cost savings as activities are not accounted for separately.

Building Control	Option 2 - Shared service model – a joint committee or CCO
	<ul style="list-style-type: none"> • Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council • Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase • Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives.
Costs and Value for Money	<p>This option will incur establishment costs which, depending on how they were allocated between partners, may affect any initial cost-savings.</p> <p>Improved value for money may be achieved through service improvements including efficiency, compliance, or electronic capabilities.</p>
Commercial / Partner Feasibility	<p>The capacity for regional collaboration has already been established through the joint operating manual development process.</p> <p>Whether the political and community will for more integrated service delivery exists would need to be evaluated through engagement with other Councils and consultation with each Council's community.</p>
Compliance	<p>This option is compliant with the requirements of the Building Act 2004, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>Pooling resources and expertise may better enable compliance with the increased requirements of 2016 amendments to the Building Act.</p> <p>Compliance may improve or be more efficiently monitored through a joint committee system.</p>
Impact on Service Quality	<p>Personalised local service may decrease through the administration of a shared services model, if building control officers from outside of the district were to assume responsibility for Gore District customers. This risk may be mitigated if the same inspectors were routinely tasked with servicing the Gore area.</p> <p>Efficiency and consistency may improve with the benefits of a shared services arrangements.</p> <p>Larger scale arrangements would make electronic processing a more affordable option than the status quo, which could deliver access and convenience benefits to customers and staff.</p> <p>Standardised processes and requirements across multiple districts may improve service quality for building customers working with multiple Councils.</p>
Overall Assessment	<p>Shared services have the potential to deliver significant efficiencies, service improvements and/or cost savings in the building control activity while retaining GDC input. It is recommended that this option be investigated further, with the view to moving along the collaborative spectrum with more joint initiatives.</p>

Building Control	Option 3 - Outsource service delivery to another Council or third party provider
LGA option	s17(A)(4)(b)(iii); s17(A)(4)(b)(v)
Feasibility	<p>This option is feasible under current legislation. It would not require any changes to funding or governance arrangements. New contracts and agreements would be required to contract with the alternative provider. A repetitive, rules-based transaction focus makes this activity potentially suitable for outsourcing.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity.</p> <p>To better understand community views on building control services, Council might consider introducing a question to the Annual Residents' Survey or surveying customers directly.</p> <p>The wider community may have a view on the outsourcing of these services. An SCP should be undertaken if this option is considered further.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Preserving some local personalisation - GDC retains some control of the service by setting the parameters through which service delivery takes place ● More consistent service would be provided to customers who transact with multiple district authorities ● Cost-savings may occur, depending on specific contract terms ● Improved service consistency for customers who transact with multiple district authorities, if a neighbouring Council is the alternative provider. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure may be available with an external provider. This would enhance the convenience of service to customers. ● Improved compliance - Pooling resources and expertise may better enable compliance with the increased requirements of 2016 amendments to the Building Act.
Potential Risks	<ul style="list-style-type: none"> ● Cost savings not realised – Material cost savings may not be realised in switching to a new model. It may be difficult to pinpoint cost savings as activities are not accounted for separately. ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase. ● Personnel changes – Existing GDC staff may be made redundant. ● Less personal service – through reduced GDC control, potentially compromising Council/customer relationships.
Costs and Value for Money	<p>The cost of outsourcing the service would need to be established in a more detailed business case, including discussions with potential providers.</p> <p>Improved value for money may be achieved through service improvements including efficiency, compliance, or electronic capabilities.</p>

Building Control	Option 3 - Outsource service delivery to another Council or third party provider
Commercial / Partner Feasibility	There may be limited local capacity in the commercial market for outsourced services. Outsourcing to another Council could be a more feasible option. Further investigation would be required.
Compliance	<p>This option is compliant with the requirements of the Building Act 2004, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>Pooling resources and expertise may better enable compliance with the increased requirements of 2016 amendments to the Building Act.</p> <p>Compliance may improve or be more efficiently monitored by a third provider.</p>
Impact on Service Quality	<p>Personalised local service may decrease through outsourcing.</p> <p>Efficiency and consistency may improve.</p> <p>Third party providers may have improved systems, infrastructure and technology, to deliver a more convenient or accessible service to customers.</p> <p>If delivered by another Council - standardised processes, requirements and touchpoints would significantly improve service quality for building customers working with multiple Councils.</p>
Overall Assessment	<p>Outsourcing has the potential to deliver efficiencies, service improvements and/or cost savings, as well as improving GDC's ability to comply with planned and possible changes to the legislation. However, there is unlikely to be a third party provider suitable to provide this service in a way that complies with the legislation. Another Council may be willing to take on GDC's administration, processing and inspections through a contract arrangement. However, outsourcing is likely to significantly reduce GDC input and make it more difficult to provide a personal local service.</p> <p>Outsourcing should be considered as part of a suite of responses to meeting increased resource requirements, but is not recommended as the primary mode of service delivery at this time.</p>

5.4. Environmental Health

Note: The status quo for this activity is not adequately expressed in any of the following options, due to the current service gap.

Environmental Health	Option 1 - Governance, funding and service delivery by GDC
LGA option	s17(A)(4)(a)
Feasibility	<p>Food Safety</p> <p>As a territorial authority, Council is a registration authority and automatically recognised to verify section 39 food control plans. These are where the business operates in a single Council region and sells mainly directly to the consumer.</p> <p>However, to fully deliver food safety services, Council will need to fulfil a number of additional requirements.</p> <ol style="list-style-type: none"> 1. In order to become recognised as a verifier of all other food control plans, national programme plans, or as an evaluator of custom food control plans, Council will need to apply to become a registered agency. To become a registered agency, Council will need to be formally accredited to ISO 17020: General Criteria for the Operation of Various Types of Bodies Performing Inspection. 2. Council officers who will be responsible for verifying or evaluation these plans will also need to apply to become a registered person. This will require evidence of suitable training and qualification, as well as evidence of good character. 3. For Council officers to be able to inspect premises and enforce the Food Act 2014, they will need to apply to the Ministry of Primary Industries (MPI) for appointment as a Food Safety Officer (FSO). FSO's also need to provide evidence of appropriate training and qualifications as well as evidence of good character. <p>In addition, MPI considers it best-practice to have verification and enforcement functions separated across two roles. This practice preserves a relationship of cooperation between the verifier and food business, and provides internal checks and balances. This is not a compulsory requirement.</p> <p>To implement all of the above requirements, Council will need to provide training to one or more Council officers. As well as the Senior Regulatory Officer, this might include the training of another officer or the recruitment of an additional staff member.</p> <p>HSNO</p> <p>Territorial authorities are responsible for enforcing the Hazardous Substances and New Organisms (HSNO) Act 1996 in any premises in their district that is not the jurisdiction of another lead agency under the Act.</p> <p>Enforcement officers can be appointed by GDC's Chief Executive. Qualifications for enforcement officers were set by regulation until May 2016. This has been replaced by an Environmental Protection Authority Notice¹⁵, which specifies that a prospective enforcement officer must have relevant and adequate experience, know and be able to describe the relevant provisions of the Act, and know and be</p>

¹⁵ [http://www.epa.govt.nz/Publications/Hazardous_Substances_\(Enforcement_Officer_Qualifications\)_Notice_2015.pdf](http://www.epa.govt.nz/Publications/Hazardous_Substances_(Enforcement_Officer_Qualifications)_Notice_2015.pdf)

Environmental Health	Option 1 - Governance, funding and service delivery by GDC
	<p>able to describe the details of the hazardous substances management relevant to the enforcement functions specified in their warrant.</p> <p>Most agencies require enforcement officers to pass a basic HSNO training course and have a minimum six months practical experience.</p> <p>Council does not currently have any trained HSNO capability in-house and would need to recruit for this position, or train an existing staff member.</p> <p>Noise and nuisance</p> <p>GDC has the power to control noise and nuisance under the Resource Management Act 1991 (RMA) and to appoint any of its officers as an enforcement officer under the Act. As this function is currently outsourced, Council would need to recruit for a new position or assign this responsibility to an existing Council officer. With only one regulatory officer, this is unlikely to be feasible, especially given that many noise and nuisance complaints occur outside of business hours.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. Anecdotally, some Council staff have reported negative interactions between previous Council contractors and local business owners. Without empirical evidence, it cannot be ascertained how widespread this might be.</p> <p>To better understand community views on environmental health services, Council might consider introducing a question to the Annual Residents' Survey or surveying customers directly.</p> <p>Any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Personalised local service - Complete GDC control might enable more personalised local service delivery than shared or out-sourced models.
Potential Risks	<ul style="list-style-type: none"> ● Unaffordability – The costs of recruiting and/or training staff may be an unaffordable option. ● Safety/ service failure – Charging Environmental Health responsibilities to staff without specialist knowledge and experience presents a risk to the quality of the service being delivered. ● Business continuity – Relying on existing staff to be trained in this area presents a continuity risk if staff are unexpectedly unavailable. ● Relationship – Customer satisfaction cannot be well understood without independent verification. There is a risk that dissatisfaction is not identified and remedied early, eroding relationship capital within the community.
Costs and Value for Money	<p>Training and/or new recruiting new staff will incur costs. Training costs will depend on the provider and mode of learning selected.</p> <p>MPI's online training modules (Tiritiri) can be completed for verifiers, evaluators and Food Safety Officers. These are available free of charge.</p> <p>On-site training in Christchurch or Dunedin for food safety or HSNO will cost between \$500 and \$1500 per staff member, plus travel, accommodation and other expense.</p>

Environmental Health	Option 1 - Governance, funding and service delivery by GDC
	The annual salary payable to an Environmental Health Officer is between \$47,000 and 88,000 ¹⁶ depending on experience.
Commercial / Partner Feasibility	If GDC requires additional staff, they will need to either hire staff with the appropriate experience and qualifications, or hire suitable staff and provide training. There is unlikely to be a wide resource of experienced and qualified environmental health staff locally.
Compliance	<p>At this point in time, Council is not compliant to deliver food safety or HSNO activities in house.</p> <p>This option would be compliant with the requirements of the Food Act 2014, HSNO Act 1996 and Resource Management Act 1991, provided all necessary accreditations and staff appointments are achieved.</p>
Impact on Service Quality	<p>Service quality and efficiency may temporarily decline while new processes are established and new or existing staff are trained.</p> <p>In time, service quality may increase due to the personalised local service offered by Council staff.</p>
Overall Assessment	<p>Overall, this option requires the most work and expense by GDC, particularly in staff recruitment and/or training. Fulfilling all of these services in-house is an inefficient and costly way to meet the requirements of an activity that does not constitute a significant part of Council's services.</p> <p>It is recommended that this option be discounted from further consideration at this time.</p> <p>A more feasible option may be to build in-house capacity to supplement or enhanced outsourced or shared service delivery. There is the potential for Council to internally reallocate workload and functions in order to reduce the cost of recruitment. However, the increased risk of transitional service failure and business continuity, along with ongoing operational costs, may be disproportionate to the value achieved</p>

¹⁶ <http://www.careers.govt.nz/jobs-database/health-and-community/health/environmental-health-officer/>

Environmental Health	Option 2 - Shared services model – a joint committee or CCO
LGA option	s17(A)(4)(c)
Feasibility	<p>This option is feasible as per current legislation. It also aligns strategically with the regional policy direction advocated by SoRDS. It would require changes to funding arrangements, a new governance model and agreement. New contracts and agreements would be required for this model, along with a special consultative procedure.</p> <p>Repetitive, rules-based transaction focus makes this area suitable for shared services</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. Anecdotally, some Council staff have reported negative interactions between previous Council contractors and local business owners. Without empirical evidence, it cannot be ascertained how widespread this might be.</p> <p>To better understand community views on environmental health services, Council might consider introducing a question to the annual Residents' Survey or surveying customers directly.</p> <p>Any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Access to expertise – sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. ● Avoids costs related to recruitment and/or training. ● Cost-savings may be enabled through the economies of scale. ● Regional strategic alignment with SoRDS objectives. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure become more affordable to implement in a shared service model. This would enhance the convenience of service to customers. ● Improved compliance - Pooling resources and expertise may better enable compliance with the relevant legislation. ● More consistent service would be provided to customers who transact with multiple district authorities ● Protects against service and safety risks that may arise from using less experienced inspectors and officers.
Potential Risks	<ul style="list-style-type: none"> ● Less personal local service – Delegating control may decrease personalised local service or compromise Council/customer relationships. ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council ● Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives. ● Cost savings not realised – Material cost savings may not be realised in switching to a new model. ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase.

Environmental Health	Option 2 - Shared services model – a joint committee or CCO
	<ul style="list-style-type: none"> • Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives.
Costs and Value for Money	<p>This option will incur establishment costs. Improved value for money might be possible through this model with more efficient and compliant service, or the more affordable implementation of electronic processing capabilities.</p> <p>It may be difficult to pinpoint cost savings as activities are not accounted for separately.</p>
Commercial / Partner Feasibility	<p>The capacity for regional collaboration has been established through other regulatory activity initiatives. The recent closure of a contract relationship with Southland District Council may present a challenge to new relationships or agreements with this particular Council.</p> <p>Whether the political and community will for more integrated service delivery exists would need to be evaluated through engagement with other Councils and consultation with each Council's community.</p>
Compliance	<p>This option would be compliant with the requirements of the Food Act 2014, HSNO Act 1996 and Resource Management Act 1991, provided all necessary accreditations and staff appointments are made.</p> <p>Compliance is likely to be more effective through a joint committee model, given that Council is not currently compliant to deliver food safety or HSNO activities in house.</p>
Impact on Service Quality	<p>Service is currently carried out ad-hoc by contractors, since the end of a 10-year agreement with Southland District Council.</p> <p>Service quality is likely to increase if services are consistently provided by experienced officers from within the region.</p> <p>Efficiency may decline in a transitional period.</p>
Overall Assessment	<p>A shared services arrangement for food safety and HSNO enforcement has the potential to deliver efficiencies, service improvements and/or cost savings, filling a significant service gap for GDC without the burden of recruitment, training and/or upskilling.</p> <p>There is unlikely to be any benefit in shifting to a shared services model for noise and nuisance control, given the importance of local responsiveness for this service.</p> <p>It is recommended that shared services arrangements for food safety and HSNO enforcement be investigated further.</p>

Environmental Health	Option 3 - Outsource service delivery to another Council or third party provider
LGA option	s17(A)(4)(b)(iii); s17(A)(4)(b)(v)
Feasibility	<p>This option is feasible under current legislation. It would not require any changes to funding or governance arrangements. New contracts and agreements would be required to contract with the alternative provider.</p> <p>As this activity requires specialist knowledge, it may be suitable for outsourcing.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. Anecdotally, some Council staff have reported negative interactions between previous Council contractors and local business owners. Without empirical evidence, it cannot be ascertained how widespread this might be.</p> <p>To better understand community views on environmental health services, Council might consider introducing a question to the annual Residents' Survey or surveying customers directly.</p> <p>Any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Access to expertise – Sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. ● Avoids costs related to recruitment and/or training. ● Some personalisation of service may be possible as GDC will set the parameters and principles for service delivery. ● Cost-savings may occur, depending on specific contract terms. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service ● Access to more advanced technology such as electronic processing abilities. Other providers may have better access to IT and infrastructure, enhance the convenience or quality of service to customers. ● Improved compliance – The resources and expertise of an external provider may better enable compliance with the relevant legislation. ● More consistent service would be provided to customers who transact with multiple district authorities, if a neighbouring Council is the alternative provider. ● Protects against service and safety risks that may arise from using less experience inspectors and officers.
Potential Risks	<ul style="list-style-type: none"> ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase ● Cost savings not realised – Material cost savings may not be realised in switching to a new model ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase ● Less personal local service due to a reduction in GDC control.
Costs and Value for Money	<p>The cost of outsourcing the service would need to be established in a more detailed business case, including discussions with potential providers. In the 2014/15 financial year, the cost of outsourcing food safety to Southland District Council was xx</p>

Environmental Health	Option 3 - Outsource service delivery to another Council or third party provider
	<p>Improved value for money may be achieved through service improvements including efficiency, compliance, or electronic capabilities.</p> <p>It may be difficult to pinpoint cost savings as activities are not accounted for separately.</p>
Commercial / Partner Feasibility	<p>There may be limited local capacity in the commercial market for outsourced services. Given the low volume of applications and inspections, it may be feasible to outsource to a provider in a different location and pay travel and disbursement costs.</p> <p>Outsourcing to another Council may also be an option. Further investigation would be required.</p>
Compliance	<p>This option would be compliant with the requirements of the Food Act 2014, HSNO Act 1996 and Resource Management Act 1991, provided all necessary accreditations and staff appointments are made.</p> <p>Compliance is likely to be more effective through outsourcing, given that Council is not currently compliant to deliver food safety or HSNO activities in house.</p>
Impact on Service Quality	<p>Service is currently carried out ad-hoc by contractors, since the end of a 10-year agreement with Southland District Council.</p> <p>Service quality is likely to increase if services are provided by specialists within the field.</p> <p>Efficiency may decline in a transitional period.</p> <p>Third party providers may have improved systems, infrastructure and technology, to deliver a more convenient or accessible service to customers.</p> <p>No net effect on noise and nuisance control, as outsourcing is the status quo.</p>
Overall Assessment	<p>Outsourcing has the potential to deliver efficiencies, service improvements and/or cost savings, meeting a significant service gap for GDC without the burden of recruitment, training or upskilling. This option is also likely to be easier to implement than the complexity of a shared service arrangement.</p> <p>This option should be considered further, including a detailed evaluation of the costs involved.</p>

5.5. Planning/ Resource Management

Planning/ Resource Management	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
LGA option	s17(A)(4)(a)
Feasibility	<p>This option is feasible as per current legislation. No change to funding, governance or service delivery arrangements would be required. GDC has the organisational infrastructure available to provide this service, although there is currently a gap in senior-level planning expertise. There are no contracts or agreements that need altering to implement this option.</p> <p>Legislative Change</p> <p>A new Bill, introduced to Parliament in November 2015, comprises around 40 individual proposals aimed at delivering substantive, system-wide improvements to the resource management system. As a primary agent of resource management and planning, local councils will need to make significant internal and process changes if the proposed Bill is enacted. This includes major alterations to planning processes, forming iwi participation arrangements, establishing new processes for consent applications and introducing fixed fees. The current arrangements for the planning department at GDC may require additional resources to comply with these changes, if enacted.</p> <p>Resource Gaps</p> <p>The Regulatory and Planning department has been without a senior manager for five years. Without senior-level oversight for this activity, Council risks non-compliance or lack of best practice in planning decisions.</p> <p>Staff have identified a lack of resource and process to carry out monitoring and enforcement functions in this department. Failing to adequately investigate potential incidents or take appropriate enforcement action risks negative environmental outcomes and exposes Council to risk of prosecution.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>There is no data available to support the community having a view on the future of service delivery in this activity. If Council was to continue providing these services in-house, no consultation will be required. To better understand community views on resource management and planning, Council might consider introducing a question to the Annual Residents' Survey or surveying customers directly at the conclusion of service provision.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Personal local service - Complete GDC control might enable more personalised local service delivery than shared or out-sourced models.
Potential Risks	<ul style="list-style-type: none"> ● Service failure – Without the oversight of a senior planner, there is the risk of decision-making that negatively impacts the Gore District environment or are not compliant with the RMA, leaving Council exposed to prosecution.

Planning/ Resource Management	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
	<ul style="list-style-type: none"> ● Negative environmental outcomes – Lack of a defined monitoring and enforcement function risks negative environmental outcomes for failing to pursue non-compliance. ● Regional inconsistency – Inconsistencies between different districts within the Southland region could be difficult for developers who regularly transact with multiple Councils. ● Relationship – Customer satisfaction cannot be well understood with only one contact person and no independent verification. There is a risk that dissatisfaction is not identified and remedied early, eroding relationship capital within the community. ● Service agility – If future legislative changes could not be flexibly responded to, there is a risk of non-compliance.
Costs and Value for Money	<p>Direct operating costs and revenue for this activity cannot be reliably separated from the overall Regulatory and Planning activity group (which excludes building control). Overall operating revenue for the Regulatory and Planning activity group was \$963,161 in 2015/16.</p> <p>Operating costs totalled \$1,001,594 for the same period, while capital expenditure came to \$9,511.</p> <p>Capital expenditure was \$17,087 for this activity in 2015/16.</p>
Commercial / Partner Feasibility	N/A – no outsourcing required.
Compliance	<p>This option is compliant with the requirements of the Resource Management Act 1991, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>Proposed changes to resource management legislation may have an impact on future resourcing and compliance requirements for this activity. This will need to be assessed as and when it occurs.</p>
Impact on Service Quality	<p>Service quality will not be impacted, given that this is the status quo option. However, service issues exist that could be negatively impacting service quality, including:</p> <ul style="list-style-type: none"> ● paper-based processing reducing efficiencies ● lack of consistent senior-level planning ● under-resourcing of consent compliance, monitoring and enforcement.
Enhancements to Status Quo option	<p>Council could enhance the status quo delivery of this service. This would include:</p> <ul style="list-style-type: none"> ● implementing an independent measure of customer satisfaction to enable early identification and/or response to any issues that might present ● moving toward electronic processing abilities would deliver administrative efficiencies and improve the access and convenience of service to planning customers ● standardising elements of the service regionally, in line with the work streams proposed by the Ease of Doing Business working group ● addressing internal skill shortages across the Council in dealing with resource consents ● reviewing resourcing and processes around consent compliance , monitoring and enforcement ● introducing separate cost accounting to better understand activity-specific financial performance

Planning/ Resource Management	Option 1 - Governance, funding and service delivery by GDC *STATUS QUO*
	<ul style="list-style-type: none"> monitoring the time and resources spent on each consent more closely and reviewing charges to ensure this cost is accurately recovered.
Overall Assessment	<p>Without detailed financial information it is difficult to assess the true cost of service provision.</p> <p>The status quo has a number of deficiencies for cost-effectiveness. Resourcing gaps and administrative inefficiencies threaten the value for money provided by this service.</p> <p>With enhancements to the status quo, keeping this activity in-house may be cost-effective in the short-term, but improved service quality and environmental outcomes may be better achieved in the medium to long term in a more integrated regional arrangement.</p>

Planning/ Resource Management	Option 2 - Shared services model – a joint committee or CCO
LGA option	s17(A)(4)(c)
Feasibility	<p>This option is feasible as per current legislation. It also aligns strategically with the regional policy direction advocated by SoRDS. It would require changes to funding arrangements, a new governance model and agreement and agreed changes to service delivery. New contracts and agreements would be required for this model, along with a special consultative procedure.</p> <p>A rules-based transaction focus makes this activity suitable for shared services.</p> <p>Ease of Doing Business Group</p> <p>This SoRDS action group is focused on aligning fees, rules and processes across local Councils in Southland. A combined RMA plan and environmental committee is a key target of this group to provide consistent and integrated planning across the region.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>To better understand community views on resource management and planning, Council might consider introducing a question to the Annual Residents' Survey or surveying customers directly at the conclusion of service provision.</p> <p>The wider community is likely to have a viewpoint on the potential merits and disadvantages of shared services, and any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Access to expertise – Sharing resources with other Councils enables access to more specialist expertise and a wider knowledge base. ● Avoids costs related to recruitment and/or training. ● Regional alignment with shared services desired by SoRDS. ● Cost-savings may be enabled through the economies of scale. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through better resourcing of functions such as monitoring and enforcement ● Access to more advanced technology such as electronic processing abilities. IT and other infrastructure become more affordable to implement in a shared service model. This would enhance the convenience of service to customers. ● Improved compliance - Pooling resources and expertise may better enable current and future compliance with the RMA. This might include stronger resourcing of functions such as monitoring and enforcement. ● Improved environmental outcomes – More consistent and specialised planning expertise may improve environmental outcomes. ● More consistent service would be provided to customers who transact with multiple district authorities ● Protects against service and safety risks that may arise from using less experience inspectors and officers.
Potential Risks	<ul style="list-style-type: none"> ● Cost-savings not realised – Cost-savings may not be realised. This might occur due to the reallocation of existing staff time or an increase in service capability

Planning/ Resource Management	Option 2 - Shared services model – a joint committee or CCO
	<p>rather than reduced expenditure. It may also be difficult to pinpoint cost savings as planning is not currently monitored as a separate activity.</p> <ul style="list-style-type: none"> • Less personal local service – Delegating control may decrease personalised local service or compromise Council/customer relationships. • Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council • Benefits not realised – Shared services arrangements can fail to deliver benefits without political or managerial buy-in, adequate planning or clear objectives. • Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase.
Costs and Value for Money	<p>This option will incur establishment costs which, depending on how they were allocated between partners, could outweigh any potential cost-savings</p> <p>Improved value for money might be possible through this model with more efficient and compliant service, or the more affordable implementation of electronic processing capabilities.</p> <p>Direct operating costs and revenue for this activity cannot currently be reliably separated from the overall Regulatory and Planning activity group (which excludes building control). This makes cost comparison difficult.</p>
Commercial / Partner Feasibility	<p>The capacity for regional collaboration in this space has already been established through the joint planning process undertaken between Southland District Council and Environment Southland.</p> <p>Whether the political and community will for more integrated service delivery exists would need to be evaluated through engagement with other Councils and consultation with each Council's community.</p>
Compliance	<p>This option is compliant with the requirements of the Resource Management Act 1991, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>Proposed changes to resource management legislation may have an impact on future resourcing and compliance requirements for this activity. The resources of a shared services model may offer the capability to meet increased requirements more easily.</p>
Impact on Service Quality	<p>Personalised local service may decrease through the administration of a shared services model. This is less of a concern for planning than other, more client-facing activities.</p> <p>Efficiency and consistency may improve with the benefits of a shared services arrangement. Larger scale arrangements would make electronic processing a more affordable option than the status quo, which could deliver access and convenience benefits to customers and staff.</p>
Overall Assessment	<p>Shared services have the potential to deliver efficiencies, service improvements and/or cost savings, as well as mitigating the risks of existing capability gaps.</p> <p>Integrating planning and resource management in a shared services arrangement with other Councils could take a number of forms, from shared administration and consent processing through to the development and administration of an integrated regional plan.</p> <p>It is recommended that this option be investigated further, with an open view to identifying opportunities to pursue collaborative arrangements in this space.</p>

Planning / Resource Management	Option 3 - Outsource service delivery to another Council or third party provider
LGA option	s17(A)(4)(b)(iii); s17(A)(4)(b)(v)
Feasibility	<p>This option is feasible under current legislation. It would not require any changes to funding or governance arrangements. New contracts and agreements would be required to contract with the alternative provider.</p> <p>A rules-based transaction focus makes this activity suitable for outsourcing.</p>
Community Views and Preferences	<p>GDC consults with the community regularly on general service provision through the Annual Plan and Long Term Plan processes.</p> <p>Regulatory services are not included in the Annual Residents Survey and GDC does not measure community views and preferences for regulatory activities using other surveys or methods.</p> <p>To better understand community views on resource management and planning, Council might consider introducing a question to the annual Residents' Survey or surveying customers directly. Any proposal to change levels of this service in a significant way will require a Special Consultative Procedure as per the Local Government Act 2002.</p>
Potential Benefits	<ul style="list-style-type: none"> ● Avoids costs related to recruitment and/or training. ● Some personalisation of service may be possible as GDC will set the parameters and principles for service delivery. ● Cost-savings may occur, depending on specific contract terms. ● Improved efficiency through more systematic processing capabilities. ● Improved service delivery through more efficient and effective service ● Access to more advanced technology such as electronic processing abilities. Other providers may have better access to IT and infrastructure, enhance the convenience or quality of service to customers. ● Improved compliance – The resources and expertise of an external provider may better enable compliance with the RMA. This might include stronger resourcing of functions such as monitoring and enforcement. ● More consistent service would be provided to customers who transact with multiple district authorities, if a neighbouring Council is the alternative provider. ● Protects against service and safety risks that may arise from operating without senior planning oversight.
Potential Risks	<ul style="list-style-type: none"> ● Cost-savings not realised – Cost-savings may not be realised. This might occur due to the reallocation of existing staff time or an increase in service capability rather than reduced expenditure. It may also be difficult to pinpoint cost savings as planning is not currently monitored as a separate activity. ● Transitional issues– Shifting to a new model may result in temporary declines in service in the implementation phase. ● Less personal service – Reduced GDC control, potentially compromising Council/customer relationships. ● Loss of local and institutional knowledge – If the service provider is not from the Gore district or has experience with the Gore District Council ● Personnel changes – Existing GDC staff may be made redundant.
Costs and Value for Money	The cost of outsourcing the service would need to be established in a more detailed business case, including discussions with potential providers.

Planning / Resource Management	Option 3 - Outsource service delivery to another Council or third party provider
	<p>Improved value for money may be achieved through service improvements including efficiency, compliance, or electronic capabilities.</p> <p>Direct operating costs and revenue for this activity cannot currently be reliably separated from the overall Regulatory and Planning activity group (which excludes building control). This makes cost comparison difficult.</p>
Commercial / Partner Feasibility	<p>Outsourcing to a planning and resource management agency is possible, with a number of potential firms in the Southland and Otago areas. Outsourcing to another Council is also a feasible option. Further investigation would be required.</p>
Compliance	<p>This option is compliant with the requirements of the Resource Management Act 1991, provided that the correct process and appropriate timelines for application processing and inspections continue to be met.</p> <p>Current and future compliance may improve or be more efficiently monitored by an external provider.</p>
Impact on Service Quality	<p>Personalised local service may decrease through outsourcing, while efficiency and consistency may improve.</p> <p>Larger Councils may have improved systems, infrastructure and technology, to deliver a more convenient or accessible service to customers.</p> <p>Standardised processes, requirements and touchpoints would significantly improve service quality for planning customers working with multiple Councils.</p> <p>Larger scale arrangements would make electronic processing a more affordable option than the status quo, which could deliver access and convenience benefits to customers and staff.</p>
Overall Assessment	<p>Outsourcing has the potential to deliver efficiencies, service improvements and/or cost savings, as well as improving GDC's ability to comply with planned and possible changes to resource management legislation. While there is unlikely to be a third party provider suitable to provide this service, another Council may be willing to take on GDC's planning function through a contract arrangement.</p> <p>The loss of control that GDC would experience through an outsourced arrangement is significant, due to the criticality of resource management as a local authority function. A shared services arrangement would better enable continued local control of resources and the environment.</p> <p>Outsourcing is not recommended for further consideration as the primary delivery mode.</p> <p>However, GDC should focus on establishing a network of trusted specialist advisors for more complex planning decisions.</p>

6. Recommendations

Table 7 – Preferred Options for Regulatory Activities

Activity	Recommended Direction
Alcohol Licensing	<p>The relatively low input required by this service is offset by the potential positive impact of achieving the desired outcome of reduced alcohol-related harm in the community.</p> <p>Retaining this service in-house enables a wide range of complementary activities such as regional liaison and close personal relationships with businesses and community members.</p> <p>By maintaining this relationship, Council has greater control over the value that is added through this activity.</p> <p>However, some internal changes should be implemented to improve the current service and address business continuity and service failure risks. This might include training an alternative staff member in the processing and inspection elements of the service.</p> <p>If GDC was to pursue a shared services model in other regulatory activities, and there was an opportunity to include alcohol licensing in this arrangement, this should be reviewed again on its own merits. Any shared arrangement should enable continued prioritisation of the outcome-focused nature of service delivery.</p> <p>This service should be reviewed before 2022.</p>
Animal Control	<p>Animal control services should be kept in-house for the immediate future, with a performance and cost management framework implemented that will establish a baseline and enable accurate future performance assessment.</p> <p>The recent changes in this area and sunk cost of investing in Council vehicles and patrols would make further changed ill-advised at this time.</p> <p>Accurate and detailed financial and service-outcome data will enable more informed decision-making in the next review as to whether in-house delivery is offering a cost-effective, value for money service to the community.</p> <p>This service should be reviewed before the end of 2019.</p>
Building Control	<p>Building control services should be kept in-house in the immediate future, with a strong focus on improving productivity and increased regional collaboration.</p> <p>Meeting future legislative changes may be difficult within the existing resource and process arrangements. However, by changing the way that inspectors manage bookings and appointments, establishing a firmer structure to scheduling and project management and introducing more electronic tools, this may be met within the existing department.</p> <p>Detailed customer satisfaction data will also be important to the future of decision-making for this activity, enabling Council to make carefully considered trade-offs between levels of service and value for money.</p>

Activity	Recommended Direction
	<p>Continuing to share processes and workstreams with other Councils in the region will enable more best-practice procedures within GDC and potentially improve service to building customers across the Southland Region. This collaboration also lays a strong foundation for any future arrangements that might consider a more formal approach to shared delivery.</p> <p>This service should be reviewed before the end of 2019.</p>
Environmental Health	<p>Outsourcing or shared services arrangements should be further investigated as the preferred option for food safety and HSNO services, possibly in combination with in-house resourcing.</p> <p>While the desire to continue to provide customer-driven, personalised service is understandable, Council should carefully consider the initial and ongoing cost of any in-house resourcing against the likely benefits and value for money.</p> <p>Decisions made in 2017 should be reviewed before 2020.</p>
Planning and Resource Management	<p>Planning services should remain primarily in-house, with a focus on meeting capacity gaps and improving internal processes. This will retain crucial local and organisational knowledge.</p> <p>However, this activity should be delivered within a hybrid that includes both shared services and outsourcing as appropriate. Continuing to collaborate on a regional level will improve outcomes across the region, delivering customers a more consistent experience with development in Southland and contributing to wider goals. GDC planners will benefit from the enhanced information sharing and discussion that forms part of this arrangement.</p> <p>Outsourcing specialist technical functions to trusted advisors is an appropriate and necessary arrangement for more technical Planning matters, reducing Council's risk of non-compliance or compromised decision making.</p> <p>Council should also prioritise the implementation of a strong performance and financial management framework, increase the focus on monitoring and enforcement and promote the importance of the District Plan throughout the organisation.</p> <p>This service should be reviewed before 2022.</p>

Reference Material

Key stakeholder Interviews

Thank you to the following stakeholders for their input to this review:

4. Stephen Parry, Chief Executive, Gore District Council
5. Steve Ruru, Chief Executive, Southland District Council
6. Frances Shepherd, Senior Regulatory Officer, Gore District Council
7. Luke Blackbeard, Chief Financial Officer, Gore District Council
8. Emma Williams, Policy Planner, Gore District Council
9. Rosie Girven, Resource Management Planner, Gore District Council
10. Russell Paterson, Building Control Manager, Gore District Council
11. Keith Hovell, Consultant Planner, Gore District Council

GDC Documents Consulted

- Shared Services – Southland and Beyond
- Building Consent Application Guide
- Local Governance Statement
- Alcohol Strategy Implementation Report
- Annual Plan 2016/17
- Annual Report 2014/15
- Background Ecology Report
- Class 4 Gambling Policy
- Combined Local Approved Products Policy
- Combined Local Alcohol Policy
- Development Contribution Policy
- Dog Control Annual Report 2009/10
- Earthquake Prone Building Policy
- Long Term Plan 2015 – 25
- Long Term Plan 2015 – 25 Consultation Document
- Gore District Alcohol Strategy
- Economic and Social Background Report
- Parks, Recreation and Facilities Strategy
- Significance and Engagement Policy
- Streetscape Strategy
- TAB Venue Policy
- Transport Model Report

Further references are contained in footnotes throughout the document.

EXCLUSION OF THE PUBLIC

Cr Highsted to move

I move that the public be excluded from the following parts of the proceedings of this meeting, namely the items as listed below.

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

<u>General Subject Matter</u>	<u>Reason for passing this resolution in relation to each matter</u>	<u>Grounds under Section 48(1) for the passing of this Resolution</u>
Redwood Village	Maintain legal professional privilege.	7(2)(g)