

Regulatory Compliance, Licensing and Registration

(formerly known as Licensing and Enforcement)

Activity Management Plan

Long Term Plan 2015–2025

As amended through the Annual Plan 2017/18

1 July 2017

Quality Assurance Statement

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1 Key Issues for the Regulatory Compliance, Licensing and Registration Activity

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Regulatory Compliance, Licensing and Registration for Christchurch means achieving community outcomes that:

- Minimise risks from natural hazards, including earthquakes, flooding, tsunami and rock fall
- Minimise injuries and risks to public health
- Earthquake demolition waste is safely disposed of with minimal adverse effects
- The transport system provides people with access to economic, social and cultural activities, and
- Council's statutory obligations are met.

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Regulatory Compliance, Licensing and Registration.

1.2 Key Challenges and Opportunities for Regulatory Compliance, Licensing and Registration

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been identified for Regulatory Compliance, Licensing and Registration activities are below in Table 1-1.

Table 1-1

Key Issue	Discussion
Legislative change toward risk-based compliance models	New and revised central government legislation is focusing more on the desired outcomes and a risk approach to public health and safety matters rather than the historical reactive and inspectorate-type models. High risk activities are more closely regulated than lower risk activities spanning across a wide variety of statutory mechanisms. Changes to both the Sale and Supply of Alcohol Act 2012 and the Food Act 2014 have embraced this focus to minimise harmful effects to public health and safety. Recent Building Act amendments are another example where exemptions schedules have been created for a wide range of low risk building activities. This legislative focus aids Council's strategic approach to regulatory compliance in better focusing on high risk activities and thus utilising resources and funding to deliver these statutory administrative requirements across the risk continuum.
Increased RMA/Building Activity	New landscapes for new land based activities and buildings have been generated across the city. Increased building and planning activities drives increased compliance support through managing customer complaints, education, noncompliance management, and monitoring requirements of consents. Many activities are occurring in locations different to pre-earthquake times. To facilitate economic recovery, temporary planning provisions have allowed land activities in zones that traditionally would not have occurred. The proposed District Plan is looking to extend some of these temporary provisions through until April 2018. The Ministry for the Environment's National Environmental Standard for contaminants in soil has provided opportunities for better understanding about historical land use and activities – adding another layer to assessing environmental effects of land based activities. Regulatory Compliance has new opportunities to review our monitoring and compliance approach to building and resource consented work – working with consent holders earlier and bringing in earlier compliance interventions across all regulatory tools driving quicker and better health and safety community outcomes.

Key Issue	Discussion
Legislative Change	<p>New legislation for both food and alcohol licensing has been enacted – both requiring time to embed and become the norm for business/industry practice. Business populations will continue to shift as the CBD area becomes more available for relocation and/or reestablishment.</p> <p>Potential changes in legislation are likely to happen in the next 3 years – with possible movement of the Fencing of Swimming Pools Act and/or the Machinery Act into the Building Act legislation. Potential changes to the Resource Management Act will likely bring more frequent reporting requirements for monitoring and compliance to the Ministry for the Environment through the proposed national monitoring System.</p>

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Regulatory Compliance, Licensing and Registration activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p>Freedom Camping became a new legislated activity from 2011.</p> <p>Should the Council decide in March/April 2015 to continue with a dedicated freedom camping monitoring/compliance approach and/or develop a bylaw, extra staffing resource (1 FTE) will be required to deliver this level of service from 1 July 2015.</p> <p>Plan to deliver this new service within established FTE and operational budgets.</p>	<p>Council has endorsed a 6 month pilot for monitoring and compliance work with Freedom Campers across the district from 1 Oct 2014.</p> <p>A report will go to Council in March 2015 detailing the findings of this approach and consider options/make recommendations for the provision of a Freedom Camping bylaw and/or continuance of this dedicated approach.</p> <p>Should the Council decide to continue with a dedicated monitoring/compliance approach and/or develop a bylaw, extra staffing resource (1 FTE) will be required to deliver this additional level of service from 1 July 2015.</p> <p>Freedom camping is part of the compliance of legislative breaches activity and this service delivery is proposed as part of LOS 9.0.6.</p>	<p>Managing Freedom Camping activity has become a topical issue for most local authorities across New Zealand. There is evidence of freedom camping taking place in the Christchurch urban area, and around Banks Peninsula (particularly in Akaroa). Complaints focus on the use of public places, facilities and parking areas, as well as inappropriate litter/waste concerns.</p> <p>Freedom camping monitoring indicates there are two types of campers – those who are bona fide tourists, be they from overseas or New Zealand, and homelessness-type camping associated with persons who are genuinely homeless or intentionally choose to reside by freedom camp to save money.</p> <p>The reasons for establishing a dedicated resource relate to freedom camping not generally being a Monday to Friday; nine to five type activity – hence our regulatory approach needs to reflect the time of day/location patterns associated with non-compliant freedom camping across the City and the Peninsula. This resource will need to be available for late night and early morning and weekend monitoring/compliance activity. This will also facilitate having a freedom camping resource more readily responding to community driven complaints.</p>	
<p>Food Safety levels of service to reflect the new Food Act 2014 auditing regime from 1 March 2016</p> <p>NEW</p>	<p>Provisions in the new Food Act 2014 commence from 1 March 2016. Food premises will move into a quality/auditing system instead of the current inspectorate environment. The Act indicates a transitional timetable for these premises to compulsory move to</p>		

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
	<p>compliance over a three year period. Prior to this compulsory date, food premises can voluntarily implement a Food control plan. To best meet the large volume of premises requiring a FCP in Y1 of the transition, staff are focusing efforts on getting a 50% of food premises onto a FCP in the voluntary period before 1 March 2016.</p> <p>Targets are not set at 100% compliance as new legislation has not yet set regulatory mechanisms for non compliance. New legislation often has a period of disruption as new guidance documents and best practices are developed.</p>		
<p>Other Health Licensing levels of service to be visible to community</p>	<p>Aside from food premises, approximately 300 other health premises are required to be registered under the Health Act/Regulations – including hairdressers, funeral directors and camping grounds.</p> <p>Local authorities are required to conduct regular inspections of premises registered under the applicable legislation – albeit the legislation does not define under what interval these inspections are to be conducted.</p> <p>In terms of public health and safety these activities pose low risk. Hence the inspection of all of these premises occurs biannually.</p>		

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p>New Food Act 2014 regime may not be full cost recovery at year 2016/2017 and 2017/2018.</p> <p>Plan to utilise identified operational cost savings to fund this possible shortfall over this 2 year period until full cost recovery is achieved at 2018/2019.</p>	<p>The Food Act 2014 has defined a number of differing types of food premises registration based on food safety risk.</p> <p>These new registration types have been signalled as having different monitoring and audit timetables with high risk operations needing annual audit and those with lower risks being checked on a less frequent basis.</p> <p>These times have been indicated as ranging from only on registration for the lowest risk type, once every 3 years for the next higher category and once every two years for the highest category before a food control plan is required.</p> <p>These changes impact on the current inspection and audit process which encompasses all premises on an annual basis. The change in monitoring will mean that there is a change in the level of service provided and a consequent reduction in the annual fee chargeable to the operations that fit into these new lower risk categories.</p> <p>There is also a requirement for TLA's to pick up more of the monitoring activities for food safety currently carried out by the Ministry for Primary Industries. An example of this is the checking of food labelling in those premises that are registered by the Council.</p> <p>The extent and cost of this new licensing regime work is not yet clear and will not be until the regulations under the Act are completed and released.</p>	<p>The change in level of service and consequential lowering of the fees applicable for those premises identified as being in lower risk food categories is not yet clear.</p> <p>An initial estimate of the numbers of premises identified as low risk food categories suggests that around 30% of the total number of food premises currently registered will be changed to one of these new lower risk registration types.</p> <p>The loss of income to cover costs from these premises may be as high as 20% of the annual registration fees collected, i.e., up to \$135,000 for 2016/2017 and 2017/2018.</p> <p>A rates contribution of up to 20% will be needed for the 2016/2017 and 2017/-2018 registration years to cover the impact of this loss of income – until the new Act embeds and the activity moves to 100% cost recovery.</p> <p>Associated with this are the unknown costs associated with new monitoring requirements under the legislation – and the mechanism for cost recovery of this activity.</p> <p>It is intended that 100% cost recovery will be reached as soon as the impact of the new legislation and the new levels of service have been confirmed.</p>	
<p>Wider view of monitoring RMA approvals/permissions focusing on high risk consented activities and increased volume</p> <p>Plan to support the costs of this increased RMA activity through the next 3 years within existing operational budgets.</p> <p>Require approval to increase FTE</p>	<p>As rebuilding activity gains momentum, permissions/approvals for temporary and permanent land based activities are increasing through the issuing of resource consents and temporary accommodation permits.</p> <p>In addition, the proposed Christchurch District Plan seeks to extend some of the provisions of the current RMA OIC relating to temporary accommodation and storage facilities through until April 2018. This means that the majority of</p>	<p>There are currently 700 temporary accommodation permits to manage between now and April 2018 alongside the annual granting of 600 resource consents for monitoring on top of the 1700 'live' consents (issued in previous years).</p> <p>There has been a 218% increase in the number of resource consents received for monitoring since the 21010/2011 year.</p> <p>Aside from the provision of the existing 2 fixed</p>	

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p>establishment by 2.0 FTE from 1 July 2016 (to continue 2 fixed term FTE into permanent roles)</p>	<p>these temporary activities will continue through until April 2018. The previous LTP provided 2.0 FTE on a fixed term basis (from 1 July 2014 through until 30 June 2016) to manage the monitoring and compliance as well as the transition of these 700+ businesses to either relocate to a permanent site or apply for a resource consent to remain in-situ up until April 2016. Given the substantial increase in granted consents (up 218% post earthquake) and the ongoing management of these temporary activities over the next four years, we will convert these 2.0 FTE fixed term positions to permanent FTE establishment and extend to best meet the increasing demands for RMA monitoring and compliance over the next 3 -10 years.</p>	<p>term FTE for temporary accommodation permits our compliance team have not sought any FTE increase post-earthquake until now. It is predicted that the volume of consents requiring monitoring will continue to rise reaching a peak in the 2015/2016 year; however this is a flow on effect with these consent remaining live for monitoring the continuing years.</p> <p>A revised approach to RMA compliance and monitoring will also see better cost recovery processes in place with consent holders for monitoring and compliance activities which will offset the costs of these permanent positions.</p>	
<p>Focus on better supporting and educating new alcohol licence applicants</p> <p>NEW</p>	<p>The new proposed level of service is to provide new applicants with pre-lodgement meetings to establish sufficiency of their applications and increase applicant understanding of the Act's obligations on the licensee. In addition, applicants will have a clear understanding of the new ways and processes for alcohol licensing decisions through District Licensing Committees.</p> <p>This is a 'prevention first' tool, where improved education and establishment of expectations at the first point of contact raises the compliance levels across all licensed premises.</p>	<p>The new Sale and Supply of Alcohol Act 2012 has substantially changed the requirement for information required from applicants and their knowledge and understanding. All reporting agencies are required to provide more thorough and in-depth reports into all applications. Support to all applicants has increased, both through telephone/email communications and in person.</p> <p>The changing environment with the rebuild has seen a larger number of brand new licensees entering the hospitality industry, in addition to a number of previous licensees re-entering the industry under the new legislation. The Agencies continually seek to educate applicants regarding their obligations and expectations.</p>	
<p>Removing timeframe for processing Alcohol Licensing applications for submission to the DLC</p>	<p>There are no statutory timeframes for the processing of Alcohol Licensing applications. The previous LTP KPI was subject to all objections, oppositions and statutory reports having been received by the Alcohol; Licensing team. With the advent of the new legislation this KPI does not accurately reflect the increase in public objections, tri-agency opposition and statutory reporting for applications.</p>	<p>The new Sale and Supply of Alcohol Act 2012 has substantially changed the requirement for information required from applicants including demonstrating their knowledge and understanding of their obligations.</p> <p>All reporting agencies are required to provide more thorough and in-depth reports into all applications – and timeframes have been extended to provide report information to the District Licensing Committees.</p>	

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
		Increased community involvement in alcohol licensing processes and decisions is also driving longer timeframes for an application to move through the decision making process.	

3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the regulatory compliance, licensing and registration functions are:

- Minimise risks from natural hazards, including earthquakes, flooding, tsunami and rock fall
- Minimise injuries and risks to public health
- Earthquake demolition waste is safely disposed of with minimal adverse effects
- The transport system provides people with access to economic, social and cultural activities
- Council's statutory obligations are met.

3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- The Council protects public health and safety and minimises risks by ensuring **regulatory compliance, licensing and registrations occurs** in the following areas:
 - Our city's dogs are registered and dogs and stock are adequately controlled;
 - We see a reduction in dog related attacks because we educate our communities in being around dogs
 - Our premises supplying and selling alcohol are appropriately licensed and monitored;
 - We register and audit premises that prepare and sell food;
 - We register and monitor pool and spa pool owners to ensure compliance with legislation;
 - We respond to complaints, monitor and seek compliance with legislation and regulations relating to hazardous substances;
 - We respond to complaints, monitor and seek compliance with resource consents and temporary accommodation permits;
 - We investigate complaints, monitor and seek compliance with legislation and regulations relating to environmental nuisances and noise;
 - We monitor that earthquake demolition waste is being safely disposed of;
 - We investigate and seek compliance with the Building Act legislation and building consents;
 - We investigate, monitor and seek compliance with our city's bylaws;
 - We provide education and expert advice about managing contaminated land; and
 - We provide expert knowledge and support to consenting process on topics such as alcohol, food, noise and land contamination.
- **Regulatory compliance, licensing and registration services are provided** to fulfil Council's statutory responsibilities and ensure community compliance with all relevant legislation/regulation and Council bylaws.
 - We complete all of Council's statutory requirements/obligations in accordance with the appropriate statutory frameworks; and
 - We investigate complaints, monitor and seek compliance with legislation and regulations

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Council stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

The **regulatory compliance, licensing and registration activity** includes the following service activities:

- Animal Management
- Compliance services relating to RMA (District Plan and consent), Building Act (including consents), Local Government Act, Machinery Act, Litter Act, Fencing of Swimming Pool Act and local Council Bylaws

- Alcohol Licensing
- Food Safety and Health Licensing
- Environmental Health, including noise management, environmental nuisance and environmental health risks to e.g. asbestos and land contamination
- ~~Parking Compliance & Administration~~ (now provided within the Transport – Parking Activity)
- Regulatory Compliance, Licensing and Registration public advice

The **regulatory compliance, licensing and registration activity** is a discrete activity that supports Councils fair and independent approach to managing regulatory compliance matters involving people and/or business.

Our Unit's mission is to:

Facilitate and encourage compliance achieved through fair and independent regulatory services including, where appropriate, a graduated enforcement model based on an assessment of evidential sufficiency and public interest factors.

Our goals are to:

- Deliver our Long Term Plan commitments and levels of service within budget;
- Educate the regulated sector by providing clear and accessible information;
- Apply a range of options to encourage/gain compliance with applicable legislation;
- Deliver licensing and monitoring regimes based on risk modelling
- Undertake targeted prosecutions with the aim of getting greater overall compliance;
- Provide transparency and accountability for compliance decision making, and
- Have professional staff trained in the collation of and laws of evidence.

In terms of the scale and size of the regulatory compliance, licensing and registration activity, we deliver the following operational activities in table 3-1 annually through our regulatory compliance, licensing and registration functions:

Table 3-1 Key activity volumes

Key Activity	Activity Volumes
Animal Management	36,586 dogs registered 1265 priority 1 dog complaints investigated and resolved 5772 wandering dog complaints investigated and resolved 190 properties inspected checking for compliance of menacing/dangerous dogs Provide free micro-chipping to 1070 dogs Deliver 50+ education programmes into our community Issued 1406 infringement offence notices Provide care for 1834 impounded animals in the Animal Shelter Manage 1834 dog/stock impounds Manage 964 dog owners with two or more dogs Investigate 3600 unregistered dogs
Alcohol Licensing	Inquire into and report on 3370 alcohol related applications Process 300 on/off/club licences Manage 1650 General Manager applications Process 1420 Special licenses Monitor/inspect 100 High Risk Alcohol premises

Key Activity	Activity Volumes
Food Safety and Health licensing	Register 1800 food premises Manage 80 non-compliant food premises Inspect 1800 food premises Provide advice to 91 building consents for food premises Register and inspect 300 hairdressers, funeral directors and camping grounds biannually
Environmental Health	Manage 12,000 noise complaints and issue 2000 excessive noise directions Provide advice to 600 resource/building consents for land contamination, noise and HSNO matters Investigate 12 serious public health matters relating to p labs, asbestos, HSNO Receive and manage 500 environmental health nuisance complaints Register 65 Offensive Trade operators
Compliance	Investigate 80 serious public safety matters Investigate 6000 complaints about legislative and bylaw breaches Provide 3500 written notices for legislative and bylaw breaches Inspect 1900 swimming and spa pools Receive 710 new resource consents for monitoring and manage 1600 'live' resource consents Monitor 849 temporary accommodation permits Work within a joint agency partnership to deliver the Waste and Environmental Management team

The Regulatory Compliance, Licensing and Registration activity has responsibility for a small number of service related assets, such as bus lane camera monitoring equipment, equipment associated with environmental health, food safety and general compliance equipment.

The main asset associated with the activity however is the dog shelter facility, detailed below:

- The dog shelter located at Metro Place in Bromley provides a 400 m2 purpose built shelter built in 1982, along with a Portacom (built in 2001 - used as an office) and 3 other smaller buildings.
- Site infrastructure such as roads footpaths and underground services
- A house built in 1982 is also located on the dog shelter site. This is currently leased at a market rent to a staff member who provides after hours services for the shelter.

3.4 Benefits and Funding Sources

The majority of the regulatory compliance, licensing and registration activities, i.e. 73%, are funded from revenue (approximately \$10 million per annum) generated through registration and licensing fees, e.g. dogs, food premises and alcohol, or through infringement fee activity. The main beneficiaries for these activities are the individual, for example dog owners, or and/or identifiable parts of the community, like businesses selling alcohol and/or food.

General rates funds 26% (approximately \$4.3M) of this activity – however over the course of the first three years of this Long Term Plan (2015-2025) the general rates funding element to this activity will reduce by 30% due to cost savings and more focused cost recovery from individual beneficiaries of these activities.

3.4.1 Who Benefits?

Who benefits?	
Individual	Majority
Identifiable part of the community	Majority
Whole community	Some

Key:
Full
Majority
Some

3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	0%
74%	0	26%	0

Note, Funding Split % is derived from the 'Summary of Cost for Activity' (section 7).

Key:		Typically
Full	All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund.	95%+
Majority	The majority of the activity is funded from this source.	50%+
Some	Some revenue is derived from this source.	<50%

Does this Activity generate surplus funds that can be applied to other areas? No

Explanatory Comments:

Animal Management – Dog Control

The main beneficiary of the provision of dog control services is the individual; however, it is also acknowledged that the community as a whole is a beneficiary. The Council has determined that the funding of dog control should be by way of fees to those registering dogs and recoveries from offending owners. Currently this activity is 100% fully funded through fees/user charges.

Animal Management – Stock Control

The main beneficiary of the provision of stock control services is the community, as stock are removed from roads preventing serious accidents. This activity must be funded through rates or direct recoveries where possible. Currently this activity is 100% fully funded through rates and user charges.

Environmental Health

Council considers that the prime beneficiaries from the provision of environmental health services are the community as a whole, although this activity does provide services for some individual or user groups. Where appropriate costs are recovered from individual and/or user groups, e.g. noise control seizures, trade waste licensing, and user pays for expert advice to consent applications.

Compliance of legislative breaches including Building Act, Resource Management Act/City Plan, Local Government Act and bylaws

Council considers that the prime beneficiaries from the provision of compliance services are the community as a whole, although this activity does provide services for some individual or user groups. Where appropriate costs are recovered from individual and/or user groups, e.g. cleanfill monitoring, pool fencing

exemptions, resource consent monitoring and compliance activities and user pays for expert advice to consent applications.

Food Safety and Health Licensing

Council considers that while the prime beneficiaries from the provision of public health services are the individual or user groups, although this activity does provide protection for the community as a whole. It has therefore determined that the funding of the activity of Food Safety and Health Licensing will be by way of fees and charges to those applying for health licences for food and other premises. Currently the model is a 100% user pays funding in line with Council's financial policy.

Alcohol Licensing

In relation to the sale and supply of alcohol, Council considers that the administration of the Sale and Supply of Alcohol Act solely benefits the individual and user groups – although the community as a whole benefits if alcohol is sold or supplied appropriately. This component of the activity is funded by way of fees and charges payable by the applicants for alcohol licences – including general monitoring costs of alcohol licensed premises. Alcohol Licensing is anticipated to be 100% user pays by 2017/18. This activity is currently partially subsidised by rates funding through until 2017/18 following the implementation of the new Sale and Supply of Alcohol Act in 2013.

3.5 Our key customers

- People involved in land based activities associated with our District Plan or Resource Consents.
- People involved in the construction and maintenance of our city's building stock e.g. builders, designers, and architects.
- Dog and stock owners.
- Other animal welfare agencies e.g. RSPCA etc.
- Complainants to council regarding regulatory compliance matters.
- Businesses selling/supplying alcohol, food, hairdressing, camping grounds and funeral services.
- The people of Christchurch who buy/receive food and alcohol.
- Property owners and tenants.
- Drivers in Christchurch looking to park vehicles on our streets.
- The people of Christchurch wanting services related to noise, environmental nuisance and environmental health risks.

3.6 Key legislation and Council strategies

To meet the requirements of:

Resource Management Act 1991

Building Act 2004

Health Act 1956 and associated regulations

Food Act 2014

Fencing of Swimming Pools Act 1987

Local Government Act 1974 and 2002

Christchurch City Council Bylaws and associated Council policy;

Sale and Supply of Alcohol Act 2012

Dog Control Act 1996

Impounding Act 1955

Hazardous Substances and New Organisms Act 1996

Land Transport Act 1998 and associated regulations

Machinery Act 1950 and Amusement Devices regulations
Litter Act 1979

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Regulatory Compliance, Licensing and Registration activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

Table 4-1

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
Animal Management									
9.0.1	Percent of priority 1 complaints (aggressive behaviour by dogs & wandering stock) responded to within 10 minutes.	Injuries and risks to public health are minimised	<p><i>Aggressive Dogs are a high profile public safety issue that requires Council capacity to respond in a timely manner to priority 1 complaints; hence Council provides a 24/7 service to priority 1 complaints.</i></p> <p><i>“Aggressive behaviour” includes where a dog is presently in the act of biting, attacking or rushing at people.</i></p> <p><i>“Wandering stock” relates to stock currently on the road creating a traffic hazard.</i></p> <p><i>“Responded to” means an initial assessment by the Animal Control</i></p>	<p>2013/14: 95.6%</p> <p>2012/13: 100%</p> <p>2011/12: 95%</p> <p>2010/11: 100%</p> <p>2009/10: 100%</p>	<p><i>Hutt City Council Priority 1 calls must be “dealt with” within one hour (100%)</i></p>	95%	95%	95%	95%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			<i>Officer by attempting to speak with the complainant or victim, or when the Officer is currently in transit to the scene. In addition, Police are contacted immediately when serious injury is confirmed.</i>						
9.0.14	Re-inspect properties of dogs classified as dangerous and high risk or menacing to check for compliance	Injuries and risks to public health are minimised	<i>Ensures owners of dogs that are classified as dangerous or menacing continue to meet their legal obligations in accordance with Section 31 and 33 of the Dog Control Act 1996.</i>	<i>2013/14: 100% (189 visits)</i>	<i>Requirement of Sections 31 and 33 of the Dog Control Act 1996.</i>	98% per annum	98% per annum	98% per annum	98% per annum
9.0.15	Provide dog education programmes to community groups and schools	Injuries and risks to public health are minimised	We see a reduction of children and people being attacked/bitten by dogs over time	<i>13/14: 44 bite prevention presentations to schools; and 7 adult group presentations</i>	<i>Requirement of clause 3 of the Christchurch City Council Dog Control Policy 2008</i>	45 education programmes delivered into the community per annum	45 education programmes delivered into the community per annum	45 education programmes delivered into the community per annum	45 education programmes delivered into the community per annum
Compliance of legislative breaches including Building Act, Resource Management Act/City Plan, Freedom Camping, Local Government Act and Bylaws									
9.0.3	Investigations into reports of matters that pose a serious risk to public safety are started within 24 hours (for Building Act and resource	Injuries and risks to public health are minimised	<i>Key level of service to protect high risk public safety issues in regard to dangerous buildings and earth works.</i>	<i>2013/14: 100% (77 matters)</i>	<i>No comparable LOS in Auckland Council, Wellington Council Tauranga City</i>	100%	100%	100%	100%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
	management Act matters)				<i>Council building related complaints are responded to within 24 hours to advise the complainant what action will be taken and in what timeframe. All justified complaints are investigated within those advised timeframes (normally 5 working days)</i>				
9.0.6	Upon confirmation by Council staff of non-compliance, at least one written advice regarding corrective action to be given for breaches of City Plan / resource Management Act / Building Act & bylaw breaches within 15 working days	<i>Injuries and risks to public health are minimised Council's fulfils its statutory requirements</i>	<i>The focus of Council should be to obtain compliance through fair and, where appropriate, an incremental compliance/enforcement approach. Education through providing advice and information should, in 95% of cases, be sufficient to achieve regulatory compliance. Prosecutorial or other court action should only occur where serious breaches occur and there are public interest factors justifying immediate prosecution.</i>	2013/14: 98%	<i>No other Council (Dunedin, Wellington, Tauranga, Marlborough, Auckland, Invercargill) has LOS relating specifically to compliance and education</i>	95%	95%	95%	95%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
9.0.7	Minimum percentage of swimming pools and spa pools inspected annually	<i>Injuries and risks to public health are minimised</i>	<i>There is no statutory requirement to carry out inspection of pools. However a 2009 Coroner recommendation was that to meet the "all reasonable steps" requirement Councils should have a regular swimming pool inspection regime.</i> <i>30% per annum gives a 1 in 3 year cycle of inspection – whilst allowing for noncompliance follow up. LTP review for 2018/19 will better inform need for raising target to 35%.</i>	2013/14: 36.9% 2012/13: 52.5% 2011/12: 24.75% 2010/11: 16.99% 2009/10: 33.29%	<i>No comparable LOS in Auckland, Wellington or Tauranga Councils</i> <i>Marlborough District Council target >15% of all pools</i>	33%	33%	33%	33%
9.0.16	All known earthquake waste demolition storage sites and clean fill sites inspected bi-monthly	<i>Earthquake demolition waste is safely disposed of with minimal environmental effects</i>	<i>The equivalent of 40 years normal waste production will be generated by the earthquake-related demolition process. To monitor and manage this new work stream compliance staff are supporting the Environment Canterbury /Christchurch City Council/CERA joint project regarding demolition waste with the Waste and Environmental management team through until 30 June 2017.</i>	2013/14: 100%	<i>Unique to Christchurch due to earthquakes</i> <i>No comparable benchmark with other TA's</i>	9.0.16.1 95%	9.0.16.1 95%	9.0.16.1 95%	9.0.16.1 95%
						9.0.16.2 Report at least 6 monthly to Council Committee	9.0.16.2 Report at least 6 monthly to Council Committee	9.0.16.2 Report at least 6 monthly to Council Committee	9.0.16.2 Assess ongoing need for reporting

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.0.17	Monitor all high risk Resource Management Act consents/permits at least once every six months		<p>Since the 2010/2011 year the volume of Resource Consents for monitoring has increased by 218% including a significant increase in the number of high risk consents.</p> <p>High Risk consents involve complexity, public interest, recidivism and environmental risk factors. A risk matrix will be used to determine these factors for each consent.</p> <p>This increased consent volume is on top of the new monitoring/compliance activity required of the 700+ Temporary Accommodation Permit issued and to be managed through until their permit expiry dates.</p> <p>Proposed change to District Plan is likely to extend Temporary Accommodation Permits to April 2018 in many cases however not all activity will be covered. Increased monitoring will be required to ensure compliance during this time period.</p>	2013/14: Achieved	<p>Tauranga City Council</p> <p>75% of the land use consents issued after 1 July 2006 (referred to as new land use consents) are checked for compliance each year.</p> <p>Wellington City Council</p> <p>90% of resource consents are monitored within three months of project work starting</p>	95%	95%	95%	95%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.0.9	Court proceedings taken by Council are fair and in the public interest		<i>All matters considered for prosecution by the Inspections and Enforcement Manager will be assessed against public interest factors/criteria detailed in the Solicitor Generals Prosecution Guidelines.</i>	2013/14: 100% (10 prosecutions)	<i>The Solicitor Generals Prosecution Guidelines require consideration of both evidential sufficiency and the public interest. Also confirmed by the Law Commission in it's review of Criminal Prosecution</i>	100%	100%	100%	100%
Alcohol Licensing									
9.0.4	Inspect all high risk alcohol licensed premises at least twice per year (assessed using risk assessment methodology)	<i>Injuries and risks to public health are minimised</i> <i>Statutory regulatory compliance requirements of Council</i>	<i>In the 2007 Auditor General's Performance Report into Liquor Licensing by territorial authorities it was recommended that inspectorate programmes should be based on a risk assessment of each premise. The risk assessment methodology developed within CCC is based on risk factors included in the audit report – and relates as follows to issues raised by Police, Public Health; Compliance history (e.g. intoxication, selling to minors) Hours of operation/type of business</i>	2013/14: 100% 2012/13: 100% 2011/12: 100% 2010/11: 100% 2009/10: 100%	<i>Only other TA using a risk based approach is Wellington – 25% of high risk premises inspection are conducted with 25% of these inspections carried out during high trading hours</i> <i>All other premises will be inspected within 12 months of renewal of their licence.</i>	100%	100%	100%	100%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			<i>and level of disorder/crime associated with the premises</i>						
9.0.18	New applicants for new on/off/club licences attend pre-lodgement meeting to establish sufficiency of application and increase understanding of applicant's obligations in accordance with Sale and Supply of Alcohol Act 2012 and its supporting regulations.	<i>Injuries and risks to public health are minimised Council fulfils its statutory requirements</i>	<i>This is a 'prevention first' tool, where improved education and establishment of expectations at the first point of contact raises the compliance levels across all licensed premises. We will know we are making a difference when we have high compliance levels for new alcohol premises, licensees know and understand their Sale and Supply of Alcohol Act 2012 obligations and licence requirements and they apply this to the operation of their premises.</i>	<i>Not currently measured</i>	<i>No comparable benchmark with other TA's</i>	<i>95% of all new applicants</i>	<i>95% of all new applicants</i>	<i>95% of all new applicants</i>	<i>95% of all new applicants</i>
Food Safety and Health Licensing									
9.0.5	Inspect registered food premises once per year	<i>Injuries and risks to public health are minimised Council fulfils its statutory requirements</i>	<i>The Food Act 2014 supports a risk-based inspection/audit approach with food premises. Historically, under the Food Hygiene regulations we have inspected 100% of all registered food premises. To better focus on implementing voluntary Food</i>	<i>2013/14: 98%</i>	<i>Auckland City Council targets the inspection of 98% of all food premises requiring grading at least once per year</i>	<i>Inspect at least 75% of all registered food premises once per year</i>	<i>Inspect at least 75% of all registered food premises once per year</i>	<i>Inspect at least 75% of all registered food premises once per year (updated via Council Meeting dated 14 June 2018)</i>	<i>Inspect at least 75% of all registered food premises once per year (updated via Council Meeting dated 14 June 2018)</i>

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			Control Plans ahead of the compulsory implementation in March 2016, the target was reduced to inspect up to 75% of all registered food premises 2013/2014 and 2014/2015. "Inspect" means an inspection or an audit of a Food Control Plan/National Programme.						
9.0.19	Food Control Plan corrective actions checked	Public health	Re-inspection means the initial follow up visit following detection of non-compliance and one further routine inspection within a six month timeframe. NOTE: There is no statutory number of inspections required other than "regular" inspections.	2013/14: 100% (78 premises)	Auckland City Council has a performance target of 85% re-inspected within one month for their poorest performers Wellington City Council targets 100% of premises identified as High risk once per year	100%	100%	95% of Corrective Action Requests issued as a result of a verification visit are complied with in accordance with the prescribed timeframe	100%
9.0.24	Percentage of premises identified as needing to operate a Food Control Plan (FCP) to be registered with a Food Control Plan	Injuries and risks to public health are minimised Council fulfils its statutory requirements	The Food Act 2014 identifies those premises which will need to move to the highest level of food safety management under a compulsory Food Control Plan (FCP) from 1 March 2016 The Act indicates a transitional timetable for	NEW	No comparable benchmarks with other territorial authorities	50% of all premises identified as requiring to operate a FCP in year 1 of the Food Act transition period (March 2016 to March 2017)	95% of all premises identified as requiring to operate a FCP in year 1 of the Food Act transition period (March 2016 to March 2017)	95% of all premises identified as requiring a to operate a FCP in year 2 of the Food Act transition period (March 2017 to March 2018) to be registered with	98% of all food premises registered under the correct registration categories as defined by the Food Act 2014 and associated regulations

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			<p><i>these premises to compulsorily move to compliance over a three year period. Prior to this compulsory date, food premises can voluntarily implement a FCP. To best meet the large volume of premises requiring a FCP in Y1 of the transition, staff are focusing efforts on getting 50% of food premises onto a FCP in the voluntary period.</i></p> <p><i>Targets are not set at 100% compliance as new legislation has not yet set regulatory mechanisms for non compliance. New legislation often has a period of disruption as new guidance documents and best practices are developed</i></p>					a FCP	
9.0.23	All other Health Licenses, e.g. Hairdressers, Funeral Directors and Camping Grounds, are inspected bi-annually	<p><i>Injuries and risks to public health are minimised</i></p> <p><i>Council fulfils its statutory requirements</i></p>	<p><i>This KPI relates to the inspection of hairdressers, funeral directors and camping grounds that are required to be registered with Council. Regular inspections of the 300+ premises registered under the applicable legislation are required.</i></p> <p><i>Christchurch has recognised the lower risk posed by these operations and has previously</i></p>	100%	<i>No comparable benchmarks with other territorial authorities</i>	Inspect 100% of these registered premises at least once every 24 months	Inspect 100% of these registered premises at least once every 24 months	Inspect 100% of these registered premises at least once every 24 months s	Inspect 100% of these registered premises at least once every 24 months

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
			<p><i>inspected them biannually.</i></p> <p><i>Each year the date of last inspection is checked and the premises that need inspection within the next 12 months are listed for visits. Premises are visited over the entire 24 month period to keep inspections occurring regularly and prevent any backlog developing.</i></p> <p><i>In the current post quake environment the heavy use of camping grounds has resulted in these operations being visited annually to prevent issues developing.</i></p>						
9.0.25	Audit / verify Food Control Plans and National Programmes to the requirements of the Food Act 2014 (PCat4)					At least one audit / verification to be conducted in the legally required timeframe for Food Control Plans and National Programmes that are audited / verified by Council	At least one audit / verification to be conducted in the legally required timeframe for Food Control Plans and National Programmes that are audited / verified by Council	Food Control Plans for new premises: 95% of operators to co-ordinate an audit within 1 month after issue of Notice of Registration	

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
9.0.26	Investigate food safety complaints (PCat3)					At least 95% of complaints have an investigation started with 2 working days of the complaint being received	At least 95% of complaints have an investigation started with 2 working days of the complaint being received	At least 95% of complaints have an investigation started with 2 working days of the complaint being received	
9.0.27	Monitor food safety and sale in operations that may or may not operate under a Food Control Plan or National Programme (PCat4)					<p>9.0.27.1 Conduct at least one monitoring programme of food operations registered with the council each year to assess compliance with regulation requirements or other Food Act requirements</p> <p>9.0.27.2 Conduct at least one monitoring programme on market</p>	<p>9.0.27.1 Conduct at least one monitoring programme of food operations registered with the council each year to assess compliance with regulation requirements or other Food Act requirements</p> <p>9.0.27.2 Conduct at least one monitoring programme on market food traders each year</p>	<p>9.0.27.1 Conduct at least one monitoring programme of food operations registered with the council each year to assess compliance with regulation requirements or other Food Act requirements</p> <p>9.0.27.2 Conduct at least one monitoring programme on market food traders each year</p>	

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
					food traders each year	food traders each year			
Environmental Health including noise and environmental nuisance									
9.0.8	Complaints in relation to excessive noise are responded to within one hour	<i>Injuries and risks to public health are minimised</i> <i>Council fulfils its statutory requirements</i>	<i>24/7 service provided. Business hours complaints are attended to by Council staff with afterhours services provided through Armourguard/ADT.</i> <i>“Responded to” means attendance at the scene of the complaint within 60 minutes of the complaint being received afterhours. During daytime calls are often responded to initially with a phone call request to reduce.</i> <i>Complaints regarding noise from construction noise or from the premises holding RMA consents are not dealt with as excessive noise.</i> <i>Excessive noise provisions do not cover vehicles on legal roadways.</i>	2013/14: 90% 2012/13: 91% 2011/12: 90% 2010/11: 87% 2009/10: 93.7%	<i>Auckland City Council has a performance target of responding effectively and fairly to excessive noise complaints. A 30 minute response is required in 80% of the time.</i> <i>Tauranga City Council has a performance target of responding to noise complaints (factual) within one hour of receipt of a second complaint 100%</i>	90%	90%	90%	90%
9.0.20	Noise direction notices issued immediately upon first visit and confirmation	<i>Social harmony and equity</i>	<i>Inclusion of this measure in 2013/14 has contributed declining noise complaint volume. The Excessive Noise Direction (END) is</i>	2013/14: 93% (1907 END's served for 2060 cases of excessive	<i>No comparable benchmarks available</i>	95%	95%	95%	95%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
	of "excessiveness"	<i>Council fulfils its statutory requirements</i>	<i>served upon the person/s in control of the sound. This notice needs to be served at this time to ensure immediate action (e.g. seizure of stereo equipment) can be taken upon any subsequent excessive noise event within a 72 hour period of the noise direction notice being served. NOTE: 95% LOS only is required to cover the judgement element of going from "unreasonable" to "excessive". Also for staff H&S to prevent the requirement to issue an END in unsafe situations.</i>	<i>noise)</i>					
9.0.21	Investigations into reports of matters that pose a serious risk to public health are started within 24 hours (for matters such as Asbestos, P-Labs, contaminated land and Hazardous Substances).	<i>Injuries and risks to public health are minimised Council fulfils its statutory responsibilities</i>	<i>"Public health" issues include Asbestos in a friable state, P-Labs, HSNO and contaminated land issues.</i>	<i>2013/14: 100% (11 instances)</i>	<i>No comparable LOS in Auckland City Council Wellington City Council has 100% all urgent HSNO events to be attended within one hour; PLUS all Environmental complaints be investigated within 48 hours (Target 98%). Marlborough District Council</i>	100%	100%	100%	100%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	
					<i>requires Environmental Health complaints attended within one working day (target 100%)</i>				

5 Risk Management

Council's risk management approach is described in detail in Appendix Q.

This approach includes risk management at an organisational level (Level 1). The treatment measures and outcomes of the organisational level risk management are included within the LTP.

At an asset group level (Level 2), Council has identified 17 high risks, and has planned mitigation to reduce them to 10 high risks. Council has planned controls for the remaining 10 high risks but even with the controls, they remain high. Council has decided to accept these risks, which are listed in Table 8-1.

Table 5-1 describes significant risks and control measures as they may impact/influence/affect the regulatory compliance, licensing and registrations activity. Identified risks are low to medium in terms of risk categorisation.

Table 5-1 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
Alcohol Licensing premise volume: The numbers of licensed premises with holding renewals now declining as the recovery continues and the new Act embeds. Potential risk that premises numbers may not return to pre-earthquake volumes.	Licence numbers are being monitored in conjunction with the new fee schedule to ensure the full year results are protected where possible. Clearer picture at 12 months (Feb/March 2015) and potentially cost recovering sooner rather than later (and therefore fewer burdens on ratepayer funding element).	Ongoing monitoring and assessment at 12 months.	LOW
Geotech Port Hills Rezoning: Geotech issues in the Port Hills continue with the rezoning activities.	Ongoing monitoring of budget expenditure.	Ongoing monitoring of budget expenditure.	LOW
Contaminated land legacy issues for Council: Risks relate to A) Council as a current and historical landowner of HAIL land, and B) Council as a consent authority	The Contaminated Land Management project report provides the framework for Council as a whole to manage and monitor contaminated land strategy, information and decisions across Council.	Complete project tasks through 2014/2015.	MED
Statutory administrative requirements not achieved: With wide range of administrative duties to be completed by LG, risk exists for such tasks not to be completed.	Discrete regulatory service delivery within teams holding key legislative administration and responsibilities areas.	Ongoing monitoring and assessment of statutory functions and completion	LOW
Food Safety and new legislation impacts: The new Food Act 2014 is due for commencement in 2016. With the new Act about one third of our premises will change category (likely to be paying less in fees). Base administration and monitoring fees to be shared across the food premise community. Ministry for Primary Industry yet to provide guidance as to cost recovery either through fee regulations or TA's self regulating and/or both.	Continue to monitor and participate in MPI regulation development for fees and/or transitional provisions in 2015. Risk offset by slowly increasing food premise volume – especially as construction completed in CBD areas.	Addition of Infringement regime in 2016 – will support cost recovery	LOW

6 Improvement Plan

Asset Management Planning at Christchurch City Council was last subject to an external peer review by Maunsell (Aecom) NZ Ltd in late 2007 with regard to compliance with both Audit NZ criteria for asset management and the requirements of schedule 10 of the LGA 2002.

A focus during 2010 was planning for the implementation of the new Asset Management information System (AMiS) for Council facilities. This project was interrupted by the earthquakes and did not go live until 2012, with a de-scoped program. Further work is required to fully activate the assets project for the dog shelter assets.

The asset management practices associated with the dog shelter facility have not been audited as a formal asset management approach only commenced in 2012. A condition assessment was completed at that time and a 50 year asset expenditure profile was generated to identify maintenance and renewal expenditure associated with the dog shelter.

The planned maintenance and renewals have largely been on hold pending the resolution of insurance, seismic strengthening assessments and design solutions for repairs and strengthening works have been completed. The planned works program (operational and Capital Renewals) has recently been refreshed and this is allowed for within this Activity Management Plan.

The documentation of Asset Management Plans for facilities including a formal Improvement Plan is planned for late 2014 and early 2015. These will be in a draft format prior to being finalised, following the sign off of the LTP in late June 2015.

An external peer review of Council's asset management practices and the draft plans is scheduled for the second quarter of 2015. The objective is to amend, refine and prioritise the Asset Management Plan's and the Improvement Plan as required.

7 Long Term Infrastructure Strategy

7.1 Issues, principles and framework

Changes to the Local Government Act now require local authorities to assess and consider their long term infrastructure strategy and their financial position over at least a 30-year timeframe. A key component of such a strategy is the planning for the maintenance and investment in assets needed to maintain appropriate levels of service.

The formal infrastructure strategy must cover 5 mandatory infrastructure activities, with additional built assets considered as appropriate. The dog shelter service is not one of the 5 mandatory activities however its asset base extends well beyond 30 years. As such it does contribute to the long term financial position of Council and funding issues associated with inter-generational equity.

To ensure that timely, well supported and well understood investment decisions are made Council needs to

- provide early warning of investment gaps or risky levels of infrastructure-related expenditure.
- provide a high level overview of issues, options and implications, particularly relating to expenditure
- take into account renewals, demographic growth, other demand variables, levels of service changes and resilience to natural and man-made hazards.

7.2 The impact of the earthquakes

The Dog Shelter is a single storey 400 m² reinforced masonry block structure with a timber-framed metal roof and ground floor concrete slab on grade. Few masonry walls have finishes on them. The concrete floors of the dog pens and corridors have a gentle fall for ease of cleaning.

The Detailed Engineering Evaluation (DEE) assessed the building at 48% NBS. Earthquake related settlement and damage was extensive however the impact on the seismic capacity of the building was modest, dropping it to 43% NBS. This has allowed the facility to keep operating while the insurance entitlement was investigated and strengthening designs prepared.

The FRT (Facilities Rebuild Team) are co-ordinating the earthquake response for the facility. A damage assessment and strengthening scheme has been developed however an assessment of costs for these works are still preliminary. At this stage the specific insurance entitlement for the facility has also not been agreed. The proposed works are likely to occur during the LTP period however a timeline has not been agreed and further work is required to integrate this with anticipated renewals and maintenance.

7.3 The longer term forecast for the dog shelter facility.

The anticipated economic life of non-residential buildings varies considerably however the Building Act stipulates a minimum design life of 50 years. With good design and maintenance buildings can last for well in excess of a hundred years. However, issues of changing demand and other non asset related business drivers can significantly reduce the economic life of a building. In the case of the dog shelter facility the building was purpose built and the design is still largely functional.

The scale of earthquake related repairs and strengthening work is extensive and it is likely that the majority of the buildings fabric and finishes will be renewed or replaced. Detailed design and cost estimates are still to be finalised. These will affect the extent of normal maintenance and renewals required in the near future.

In the interim the Activity Management Plan and proposed budget assumes the facility is retained for at least the next 30 years. It is also assumed that strengthening and repair works will be completed by FRT and funded by the bulk insurance settlement. The balance of maintenance, renewals and asset enhancement are provided for within this plan.

8 Operations, Maintenance and Renewals Strategy

The planning of operations, planned preventative maintenance and projects (capital and operational) are provided by a collaboration between the Dog Control Team and the Property Asset Management Team, a shared COO resource. All planning is considered in light of the business Unit's 'levels of service' and strategic direction, as well as wider parameters and directions advised Council.

Maintenance, operations and renewals all support a technical level of service aimed at providing a facility that is accessible, compliant and secure, fit for purpose and comfortable for staff, customers and animals.

8.1 Operations and Maintenance

The day to day maintenance and operation of the dog shelter is managed by the Dog Control team. Most maintenance works are delivered through an outsourced contract managed by the Facilities Management Team, a shared corporate resource.

The asset operations, maintenance and renewals required over the next 10 years are discussed below. The profile is based on historic data and reasoned asset management principles, a recent condition assessment and a mix of desk top and site based cost estimates.

The operating, compliance and preventative maintenance costs associated with the dog shelter asset are relatively low at just over \$10,000 per year. This in part is due to a functional design that allows cost effective cleaning. Normal allowances for reactive maintenance have been made at \$2500 per annum.

The planned operational projects primarily relate to interior and exterior painting, totalling approximately \$69,000 over the next 10 years. To reduce the impact on a 24/7/365 operation the painting work is normally undertaken in a piecemeal fashion avoiding the need for the facility as a whole to be closed. The timing and extent of the painting work will be influenced by the final outcome of the insurance negotiations and the extent of renewal and replacement effected by the seismic strengthening works.

Modest allowances have been made for construction related inflation in the forecast. The FM contract has sheltered Council from the direct impact of market pressures in the construction industry however ultimately material and labour cost increases have to be passed on. Recent changes to the Health and Safety legislation are also anticipated to add significantly to the cost of both reactive and planned maintenance.

The cost profile does not include any allowance for insurance cover as the dog shelter is not covered due to the damaged state of the property. When the repairs and strengthening work has been completed cover will be sought however premiums are likely to be significantly higher than in past years. In the interim Council carries the risk that further damage by fire or other events is not covered.

The current excess on insurance cover for most buildings is also much higher than in the past (it was \$5,000 per event but is now \$100,000). Even when insurance is activated the dog shelter service is exposed to considerably higher risk than in the past. In the interim an additional allowance of \$5000 per year has been made for reactive spend to partly mitigate this risk.

Options of self insurance exist but a formal strategy around Council's approach has not yet been agreed.

The forecast does not include changes to operational costs associated with new capital projects as these costs are allowed for in the CPMS bid for each project. The commencement dates for changes to operating costs will move if start dates for these projects change.

8.2 Capital Renewals

Renewals have historically been funded by depreciation reserves, accumulated over many decades. The demand on Council finances since the earthquakes have put significant pressure on Council reserves and a significant portion of Council's total renewal budget is likely to be funded by debt.

Key triggers for asset replacement or renewals are:

- when the risk of failure of critical assets is sufficiently high
- where the asset is nearing the end of its effective working life,
- where it is superseded by more cost efficient or appropriate solutions

The renewals works programs for the dog shelter assets are based on a combination of historic lifecycle analysis, condition and performance assessments, cost benefit analysis of repairs (and other operating costs) versus replacement costs and the effect of functional obsolescence. Aesthetic considerations play a minor role in decision making.

The works program is also influenced by the availability of funds, the timing of other related works, efforts to reduce costs by combined works and the intent to minimise the impact on staff and customers.

Key renewal and replacement activities / cycles are shown below:

Windows & door joinery	40-50 years
Sanitary services & site drainage	40-50 years
Mechanical & electrical	20-30 years
Roof replacement	40-50 years
Bathroom & kitchen remodels	30 years
Vinyl & Carpet replacements	10-20 years

Until a detailed scope of works is finalised by FRT for each site it is difficult to identify what renewal components (or parts thereof) are covered by insurance funded FRT works. In the interim renewals have been provided for with the BAU renewals budget.

This equates to \$246,000 over the next 10 years however these funds may be called on where an FRT project involves work that overlaps normal renewals.

9 Key Projects

Table 11-1 details the key capital and renewal work programmed for years 2015 to 2025.

Table 9-1

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver
	For details of the capital works relating to this activity refer to the draft Capital Programme, draft Long Term Plan, volume 1					

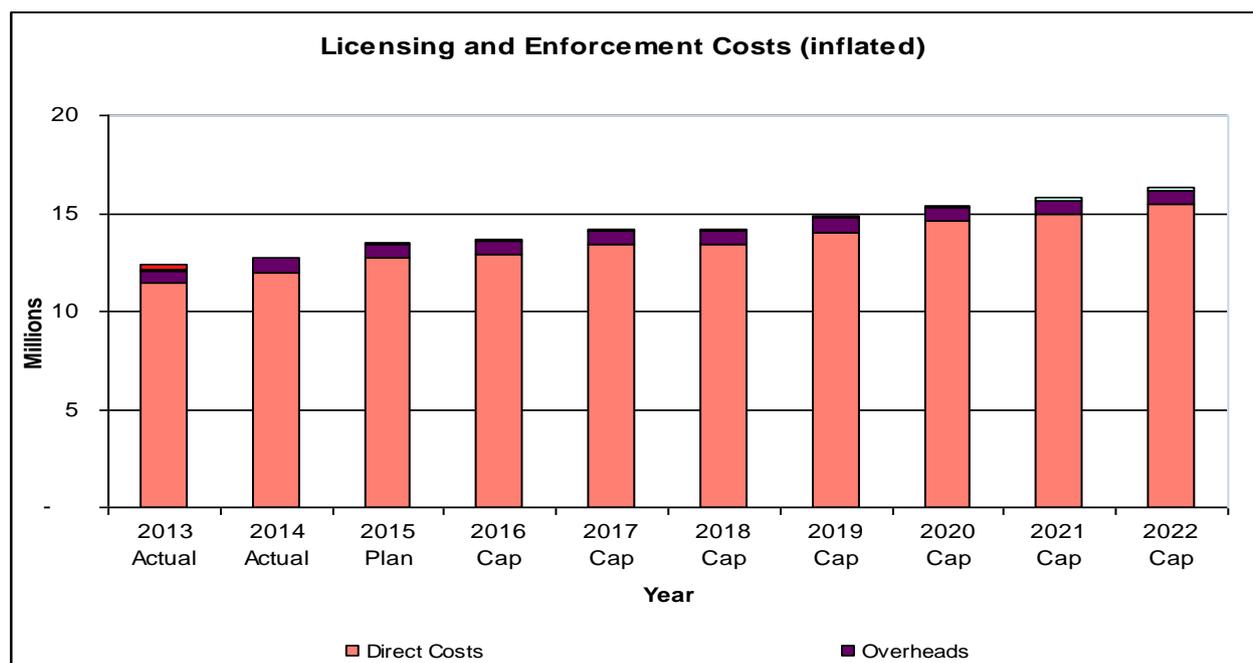
Note: G = Growth, LoS = Levels of Service, R = Renewal

10 Summary of Cost for Activity

Figure 10-1

REGULATION AND ENFORCEMENT - LICENSING AND ENFORCEMENT					Funding splits exclude EQ Costs from all calculations					
	Funding Caps in 2015/16 Dollars				Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	2014/15 Annual Plan	2015/16	2016/17	2017/18						
	000's									
Operational Budget										
Animal Management	2,188	2,217	2,253	2,164						
Compliance of Legislative Breaches	2,415	2,545	2,535	2,500						
Environmental Health	1,832	1,786	1,778	1,652						
Food Safety and Health Licensing	900	979	973	958						
Licensing & Enforcement Public Advice	156	163	162	159						
Alcohol Licensing	1,509	1,524	1,512	1,488						
Parking Compliance and Administration	3,732	3,732	3,797	3,741						
Activity Costs before Overheads	12,732	12,946	13,009	12,661						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	682	670	672	622						
Depreciation	65	93	107	111						
Interest	-	-	-	-						
Total Activity Cost	13,479	13,709	13,787	13,394	74% Majority	0%	26% Residual	0%		
Funded By:										
Fees and Charges	9,092	10,128	10,530	10,517						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
Total Operational Revenue	9,092	10,128	10,530	10,517						
Net Cost of Service	4,387	3,582	3,257	2,877						
Funded by:										
Rates	4,387	3,582	3,257	2,877						
Earthquake Borrowing	-	-	-	-						
	4,387	3,582	3,257	2,877						
Capital Expenditure										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

* Note the net result of Dog Control will be transferred to/from the Dog Account



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
CCC1P3COST Direct Costs	11,478,737	11,960,486	12,731,646	12,946,266	13,398,758	13,432,059	14,056,584	14,577,773	14,942,573	15,452,593
CCC1P3INT Overheads	603,328	752,485	681,789	670,194	692,024	659,552	695,169	725,329	712,874	727,895
CCC1P3DEPN Depreciation	12,290	12,447	65,451	92,982	109,794	117,660	119,602	116,048	118,252	118,763
CCC1P3DEBT Debt Servicing	-	-	-	-	-	-	-	-	-	-
CCC1P3COST Earthquake Resp	340,643	3,524	-	-	-	-	-	-	-	-
Check	12,434,998	12,728,941	13,478,886	13,709,443	14,200,576	14,209,271	14,871,355	15,419,150	15,773,700	16,299,251

Revised Budget Revenues & Controllable Costs Figures (figures above refer to CAP all costs including non-controllable)

Revenues	Plan 2015	Plan 2016	Plan 2017	Plan 2018
Animal Control	-2,161,120	-2,291,120	-2,361,120	-2,381,120
Health Licencing	-1,073,222	-1,158,222	-1,198,222	-1,233,222
Liquor Licencing	-783,979	-1,262,608	-1,657,496	-1,657,496
Environmental Compli	-26,000	-126,000	-126,000	-126,000
Enforcement of City	-127,520	-127,520	-127,520	-127,520
Parking Enforcement	-4,920,000	-5,240,000	-5,240,000	-5,290,000
Total	-9,091,841	-10,205,470	-10,710,358	-10,815,358

Controllable Costs	Plan 2015	Plan 2016	Plan 2017	Plan 2018
Animal Control	1,995,256	1,914,488	1,954,453	1,919,098
Health Licencing	707,087	882,050	883,052	886,196
Liquor Licencing	1,278,236	1,230,758	1,231,735	1,233,626
Environmental Compli	1,642,183	1,523,223	1,356,313	1,232,756
Enforcement of City	1,945,524	1,926,412	1,926,850	1,933,720
Parking Enforcement	3,258,626	3,361,855	3,479,046	3,487,356
Total	10,826,912	10,838,786	10,831,448	10,692,752

Net Controllable Costs	1,735,071	633,316	121,090	-122,606
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11 Significant Effects

The significant negative and significant positive effects of this activity are listed below in Tables 11-1 and 11-2 respectively.

Table 11-1 Significant Negative Effects

Effect	Council's Mitigation Measure
Continued legislative noncompliance	<p>Some members of our community choose not to adhere to rules and regulations.</p> <p>We will continue to promote and educate our community on the wide range of legislative responsibilities/obligations they have in relation to various activities, e.g. like owning a dog, undertaking building work, having a spa pool.</p> <p>We will continue to utilise a graduated compliance model when considering how each noncompliant situation will be managed including considerations around evidence and public interest. We will use punitive compliance/enforcement tools prudently and responsibly when required.</p>
Increasing compliance costs to regulated sectors	<p>Where people or communities undertake high risk activities, they may likely face increasing costs for compliance. More recent and pending legislative regimes are tailored towards this risk based approach. Requiring local government to more intensely focus on high risk issue for more specific activities will drive increased costs for resourcing and effort. In adopting user pays models, such costs will impact across the regulated sector.</p> <p>Council will continue to benchmark fees and charges with other territorial authorities and focus on streamlining administration to deliver best value for mommy services to each regulated sector.</p>

Table 11-2 Significant Positive Effects

Effect	Council's Mitigation Measure
Education increases compliance	<p>By educating people and communities about the rules and regulations, Council is</p> <ul style="list-style-type: none"> • Improving the overall wellbeing of our communities • Minimising injury and health related costs to our community • Helping others to take responsibility for the activities they undertake • Enabling equitable community access to Council facilities • Fostering social capital to get communities to help themselves
Improved safety and personal security	<p>Through compliant building and planning activities, Council aims to improve the quality of building stock within the district – making them safe and healthy environments for all users.</p>
Improved public health	<p>Council's management of food and alcohol administrative functions can enhance people's health and well-being through making food and alcohol premises safe places to eat and drink – as well as minimising the wider effects of alcohol in the community.</p>
Early intervention of compliance tools increases compliance and changes behaviour	<p>Bringing in compliance tools in early after education may facilitate attainment of compliance quicker – and incentivise those who choose not to comply to adhere to rules and regulations more quickly. For example, utilising Excessive Noise Directions at first determination of excessive noise has strongly contributed to overall noise complaints reducing – as the community becomes aware that making loud noise has consequences.</p>

11.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. Table 8-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

Table 11-3 Major Assumptions

Assumption Type	Assumption	Discussion
Financial assumptions	That all expenditure has been stated in 1 July 2014 dollar values and no allowance has been made for inflation.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of the plans if inflation is higher than allowed for, but Council is using the best information practically available from Business and Economic Research Limited (BERL).
Changes in legislation and policy	That there will be no major changes in legislation or policy.	The risk of major change is low due to the recent central government elections; however early indications of legislative change have been given for the Building Act to possible incorporate the Fencing of Swimming Pool Act and Machinery Act statutory administrative requirements. Such changes may likely influence which Council activity group may deliver these administrative functions and possibly provide for more modern cost recovery and compliance tools/mechanisms to local government.
Constant and steady rebuild environment	That current building and planning predictions for volume/growth are accurately modelled.	Any significant increase in planning/building volumes including any potential for rising levels of noncompliance will impact delivery of the current proposed services.
No further natural disaster(s)	That no allowance has been made for the financial/resourcing impact for the recurrence of a significant natural disaster (or related occurrence)	Any impact of a significant natural disaster could have a significant impact on the delivery/achievement of service targets – particularly for low risk services and/or activities.