

Thursday, 25 July 2024

*Te Hui o Te Kaunihera ā-Rohe o Heretaunga*

**Hastings District Council**

**Performance and Monitoring Committee Meeting**

*Kaupapataka*

# Attachments - for Item 7

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*Te Rā Hui:*  
Meeting date: **Thursday, 25 July 2024**

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*Te Wā:*  
Time: **9.00am**

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*Te Wāhi:*  
Venue: **Council Chamber  
Ground Floor  
Civic Administration Building  
Lyndon Road East  
Hastings**

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**TE KAUNIHERA Ā-ROHE O HERETAUNGA**

ITEM	SUBJECT	PAGE
7.	<b>BUILDING UNIT REVIEW IMPLEMENTATION PLAN JULY 2024 - ITEM 7</b>	
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**BUILDING UNIT  
REVIEW -  
IMPLEMENTATION PLAN  
2024**

Group: Planning and Regulatory  
Services

JULY 2024





Item 7

## 1. OVERVIEW

### Objective

Following a Performance & Monitoring Committee meeting on 20 July 2023, it was recommended that an independent review of the Building Consent Unit (BCU) be conducted. This review resulted in 27 recommendations aimed at enhancing various functions and areas within the unit. The purpose of implementing these recommendations is to foster a robust and efficient BCU that excels in business leadership, customer service, financial stability, and operational competence.

### Specific Goals

- Strong business leadership and planning with a focus on achieving key objectives, priorities, and KPIs that drive the BCU forward.
- Improved customer experience and providing an efficient service that meets the expectations of customers and clients.
- Financial viability and ensuring the unit is financially sustainable.
- Enhancing and improving technical competence, systems, processes, and resource management.
- Improving the performance of TLA statutory functions.

These goals are intended to guide the unit towards better business practices, enhanced customer satisfaction, financial stability, and overall improved operational efficiency.

## 2. IMPLEMENTATION STRATEGY

### 2.1 Purpose

**2.1.1** The implementation plan outlined in this document sets a collaborative pathway to take the Hastings District Council BCU from being a 'good' Building Consent Authority to become a 'high' performing BCU serving its community.

**2.1.2** This document provides a plan for implementation that recognises the area for improvement identified by the building unit review prepared by Jim Palmer (April 2024) and subsequently adopted by council.

**"The BCU needs to morph from being a team focused on ensuring regulatory compliance to one that has a strong business focus with emphasis on:**

- **Quality service delivery**
- **Excellent customer service**
- **Being efficient and financially sound**

**2.1.3** This document has a phased implementation over 18 - 24 months detailing timeframes, roles, resources, and consultation with the community, regular customers, and governance.

#### 2.1.4 The Wider Context

As a community, Hastings District Council (HDC) has gone through several one-in-a-lifetime events such as the COVID pandemic, Cyclone Gabrielle, and significant legislative and political framework changes in a compressed timeframe.

The last three years have been anything but business as usual, putting huge emotional and financial stress on our community and creating an uncertain future driven by extreme environmental events. Coupled with this was a period of boom times in the local construction economy and a government which undertook a significant public housing programme led by Kainga Ora and supported by HDC.

During this period trained building staff were extremely hard to recruit to help process our work peak loads even with external contractors. So, our community (Heretaunga Hastings) in a wholistic sense, faced challenges across the board.

The implementation plan supports council's overall aspirations for its community to flourish and grow in a sustainable way.

#### 2.1.5 Building Unit Responsibilities

As with any regulatory activity, there is a legal framework and responsibilities to consider:

The responsibilities of council under the Building Act cover both its roles as a Building Consent Authority (BCA), as well as delivering statutory roles such as managing Building Warrants of Fitness, dangerous and unsanitary buildings, earthquake prone buildings, effectiveness of swimming pool barriers, as well as investigating compliance issues. The BCU's responsibilities also include preparation of Land Information Memorandums (LIMs) and Project Information Memorandums (PIMs).

Located within the Planning and Regulation group, these activities are carried out by the:

- BCA which also processes LIMs and PIMs; and
- Building Recovery & Compliance Unit that manages most compliance and statutory functions and recently incorporated the Cyclone Gabrielle recovery functions into its responsibilities.

*Source: Page 10 Building Unit Review 2024*

#### 2.1.6 Contributors to Implementation Plan

- Building Team
- Building Advisory Group
- Sajer Group (consultancy services)
- Risk team
- External Building Advisor
- People and Capability
- Marketing & Communications
- District Customer Services Manager

2.1.7 The ‘How’ of Change

For the implementation to be successful and to achieve the outcome of becoming a high-performance unit, a change in mindset and culture is needed which will require total involvement / commitment from all members to undertake this change process in an open collaborative manner.

3. IMPLEMENTATION PLAN

Implementation timeline

Timing	PHASE 1	Recommendations	
July 2024 ↓ December 2024	HIGH	Building Leadership & Planning	1, 2, 3, 4, 5, 7, 6 (a)
		Service Delivery & Customer Service	8, 9 ,11
		Financial Performance & Monitoring	17
		Systems	23 (a)
		TLA	26
		Responding to Gabrielle	
	PHASE 2		
January 2025 ↓ June 2025	MEDIUM	Building Leadership & Planning	6 (b)
		Service Delivery & Customer Service	10, 12, 13, 14, 15, 16
		Financial Performance & Monitoring	18, 19, 20, 21, 22
		Systems	23 (b)
		TLA	24
		Responding to Gabrielle	
	PHASE 3		
July 2025 ↓ December 2025	MEDIUM	Building Leadership & Planning	
		Service Delivery & Customer Service	
		Financial Performance & Monitoring	
		Systems	
		TLA	25
		Responding to Gabrielle	27
	PHASE 4		
January 2026		Monitoring continues improvement	

## 2 Recommendations

	Priority
<b>Business Leadership and Planning</b>	
1 Develop a business plan for the Unit that reflects the key objectives, priorities and KPIs that will drive the business.	High
2 Review and amend the Position Descriptions of Managers, Team Leaders, and staff to ensure key objectives and KPIs direct their work.	High
3 Commit to regular, meaningful performance discussions assessing performance against individual's KPIs.	High
4 Invest in the leadership development of Managers and Team Leaders.	Medium
5 Hold regular all-of-team meetings of the Unit and consider developing other methods of keeping all team members abreast of team performance and relevant issues.	Medium
6 Adopt a more risk-based and value-based approach when processing consents and considering RFIs sent to customers/agents, supported by a framework that enables officers to exercise their judgement within.	High
7 Develop a risk register for the Unit that captures key risks and opportunities, and report periodically to elected members on any actual or potential litigation.	Medium
<b>Service Delivery and Customer Service</b>	
8 Transfer responsibility for booking inspections from the Customer Services Team to a team within the Unit that is closely aligned to the Inspections Team Leader.	High
9 Increase monitoring of key service delivery targets and have performance exceptions flagged in the processing phase ensuring all consents are processed as quickly as possible – the Unit should seek to process at least 95% of consents within statutory timeframes and, on average, in 11 working days.	High
10 Develop a digital dashboard that captures key performance indicators and ensure this is visible to all Managers and staff members.	Medium
11 Increase the Unit's customer focus with greater interaction, by telephone and meetings, with customers/agents before and during the processing of consents.	High
12 Survey customers periodically, along other initiatives such as regular meetings with key customers, to gain insights regarding the Unit's performance and opportunities for improvement.	Medium
13 Review the frequency and content of customer bulletins and advice notices	Medium
14 Review the customer complaints and compliment process to define response timeframes and determine 'learnings' that follow any investigations and continuously improve systems and procedures based on the learnings.	Medium
15 Review how well pre-application processes are working for Council units and developers.	Medium

16 Explore, with other Councils, new ways of working together, whether that is a regional building unit, or forming a 'cluster' that develops consistent approaches to working together and making it easier for customers who work across district boundaries.	Medium
<b>Financial Performance and Management</b>	
17 Develop a robust financial model that underpins the Unit's business plan to: <ul style="list-style-type: none"> <li>• better forecast levels of activity,</li> <li>• determine the appropriate resourcing of the Unit and productivity of staff,</li> <li>• set reasonable fees and charges and determine whether overhead allocations are fair and reasonable, and</li> <li>• be a reliable basis to monitor performance against.</li> </ul>	High
18 Review the Revenue and Financing Policy as it relates to the Unit, at a more granular level, to confirm the appropriate consideration of public and private benefits related to the Unit's activities and the associated funding choices the Council has regarding fees and charges and rates contributions.	Medium
19 Review staff charge-out rates and Unit fees and charges.	Medium
20 Establish a Retained Earnings account for the Unit, so that it is both accountable for the ongoing financial performance of the Unit, as well as providing a buffer for the Unit to operate within, especially in times of economic downturn.	Medium
21 Restructure the Unit's financial reporting so that controllable costs and revenues are identifiable for each team and there is greater accountability for financial performance.	High
22 Review the overhead allocation methodology, especially as it relates to Customer Service activities.	Medium
<b>Systems and Processes, Technical Competence, and Resourcing</b>	
23 Reduce the nature and extent of peer reviews of consents to better reflect the risk profile of the customers/applications and the competency of staff involved.	High
<b>TLA Statutory Functions</b>	
24 Review and develop processes and procedures to support the Unit's statutory functions.	Medium
25 Develop a Compliance Management Framework, preferably in conjunction with neighbouring Councils.	Medium
26 Adopt a text push service, or similar, for customer engagement around annual BWOFs reminders and follow up, and other activities like booking inspections of pool barriers.	Medium
<b>Responding to Cyclone Gabrielle</b>	
27 Develop localised flood modelling that more accurately determines flood levels and flows to give greater confidence to the location and finished floor levels of new buildings.	Medium

Source Report titled *Building Unit Review*, Jim Palmer April 2024

## Recommendation 1: High, PHASE 1

### Recommendation Description:

Develop a business plan for the unit that reflects the key objectives, priorities and KPIs that will drive the business.

### Objective:

To provide direction and purpose for the building unit through identifying key objectives, priorities and KPI's.

### Responsible Team/Individual:

- Building Manager
- Team Leaders

### Resources Required:

Resource	Resource Type
Sajer Group	Principal Consultant
Building Consent Manager	Personnel
Team Leaders	Personnel
Staff time	Personnel
Building Accreditation Manager	Personnel
People & Capability	Contractor

### Timeline / Key Activities:

Activity	Who	Due	Status
Initial discussion with Sajer Group	People Experience	14/06/2024	Complete
Preparatory sessions with Sajer Group	Group Manager Building Manager People Experience		Complete
Workshop 1 – Team Leaders / Managers	Team Leaders / Managers	5/07/2024	Complete
Workshop 2 – Team Leaders / Managers	Team Leaders / Managers	26/07/2024	
Workshop 3 – Team Leaders / Managers	Team Leaders / Managers	TBC	
Present final business plan to group managers and others as required	Tony Manunui	31/10/2024	
Building Accreditation Manager to consider policy / procedures require implementation and / or updating	Building Accreditation Manager	Ongoing	

Sajer Group will facilitate a series of workshops and individual coaching sessions, the output of which will be a business plan which incorporates objectives, priorities and KPIs. Fundamental to that through this process staff will develop an understanding of and appreciation for what is needed to achieve the objectives of the business plan. Essentially, this is a change management process, with a key component being the development of change in mindset, to one which recognises the importance of a focus on service delivery, appropriate risk management, performance review and planning (PRP), and management and leadership of staff.

There will be a whole team session, facilitated by Carly. A strong factor in this will be assisting the team to understand the significant change in mindset expected. Including advice that position descriptions will be updated to reflect focus on achieving business plans including through effective performance planning, a focus on service delivery and customer service etc. Jessie Rochfort will liaise with Carly for timing, location etc.

**Success Criteria/Key Performance Indicators (KPIs):**

- Clear identification of objectives and how they will be delivered.
- Feedback from customers and staff.

**Risks and Mitigations:**

Risk	Mitigation strategies
Building Industry change (downturn or upturn) or personnel changes.	The mitigation for this is to have a successful succession plan with fully trained staff.

**Outcome:**

The outcome following the implementation of this recommendation would be that the unit has achieved the detailed objective, financial and job satisfaction for all staff and management.

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**Recommendation 2 and 3: High, PHASE 1 (combined as interrelated)**

**Recommendation Description:**

Recommendation 2: Review and amend the position descriptions of managers, team leaders, and staff to ensure key objectives and KPIs direct their work.

Recommendation 3: Commit to regular, meaningful performance discussions assessing performance against individual's KPIs.

**Objective:**

To deliver the objectives as established in the business plan.

To refocus and provide quality service, develop, and build excellent customer relationship and being efficient and financially sound.

To ensure staff are clear about what is expected of them, have the skills and training to undertake the work, and are provided with feedback.

Responsible Team/Individual:

- Building Manager
- People Experience
- Team Leaders
- All staff

Resources Required:

Resource	Resource Type
All managers and staff in the building team	Personnel
People Experience	Team

Timeline / Key Activities:

Activity	Who	Due	Status
While undertaking completion of Business Plan (which documents building team objectives), work through the performance review and planning (PRP) process for each staff member. This will result in every staff member having performance objectives that seek to contribute to achieving the objectives of the business plan, and also will ensure position descriptions are updated to reflect what needs to be achieved in each role (updating position descriptions is part of the PRP process – as it is recognized that positions alter over time and it is good practice to update them from time-to-time).	Managers  Team Leaders	30/07/24	
All managers and team leaders to enrol in the PRP learning sessions (scheduled to occur through July)	Managers  Team Leaders	30/07/24	
Managers will meet with their staff members to undertake the PRP process – reviewing the previous year and set objectives for the year ahead (objectives include the standard organisational objectives, as well as role specific ones). These objectives will be focused on delivering the business plan.  As is part of the PRP process, position descriptions will be updated to reflect these KPIs.	All staff	30/08/24	

As part of the PRP process learning and development needs are identified (see Recommendation 4)  Managers will have as one of their Objectives, that they will ensure Performance Plans are set for each of their staff members, and Check Ins in November and March occur.			
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Success Criteria/Key Performance Indicators (KPIs):

- All staff have a performance plan in the system which includes identification of learning and development needs and have an accompanying up-to-date position description.
- PRP Check Ins are held for every staff member in November and in March.
- Productivity targets to be met. Currently being undertaken through time discipline for our consent processors.
- Compliance timeframes for processing consents and inspections. Currently being undertaken through our TechOne system.
- Customer satisfaction through surveys etc. (recommendation 12) and complaints register (Recommendation 14).
- Regular team meetings (Recommendation 5).
- Digital dashboard (Recommendation 10).

Risks and Mitigations:

Risk	Mitigation strategies
Increased workload	Have external contractors available
Staff retention / morale	Have succession plan and ensure staff are trained and continually upskilling.
Staff not performing	Ensure they understand the revised objectives of the team and how they contribute to the team's success.  Ensure they have appropriate training and support to meet the expectations.

Outcome:

Given staff will know what is expected of them, that will either be delivered, or further focus given.

Delivery of the business plan.

Recommendation 4: Medium, PHASE 1

**Recommendation Description:**  
Invest in the leadership development of managers and team leaders.

- Objective:**  
To provide training and development for our leaders through appropriate courses so they gain the necessary skills to focus on their teams. This is likely to include:
- Leadership training
  - Skills for managing (performance review and planning, delegating, difficult conversations etc.)
  - Understanding finances

- Responsible Team/Individual:**
- Building Manager
  - Team Leaders
  - Direct Supervisors

**Resources Required:**

Resource	Resource Type
Funding for courses	Financial
Managers	Time
People & Capability input	Team

**Timeline / Key Activities:**

Activity	Who	Due	Status
Leadership coaching for managers with Sajer Group	Building Manager Key team leaders	Ongoing	Commenced
Identify management skills courses for all those in management roles and enrol	All those on management roles in building team	31/12/24	
Prepare training plan for those in management roles	People & Capability	30/06/24	

- Success Criteria/Key Performance Indicators (KPIs):**
- Managers are effectively managing their teams, and that shows through in employee surveys
  - Reduced turnover
  - Better delivery of KPI's

**Risks and Mitigations:**

Risk	Mitigation strategies
Insufficient funding for necessary courses	Identify low-cost courses with high value return. Use one-to-one coaching where appropriate so tailored to the manager's challenges, using time and money efficiently.
Failure to attend training	Communicate benefits. Include as PRP requirement.

**Outcome:**  
Managers / team leaders / supervisors showing excellent leadership skills within their teams.

**Recommendation 5: Medium, PHASE 1**

**Recommendation Description:**  
Hold regular all-of-team meetings of the unit and consider developing other methods of keeping all team members abreast of team performance and relevant issues.

**Objective:**  
Enable key issues to be discussed and key consistent messages being reinforced within the unit.

- Responsible Team / Individual:**
- Building Manager
  - Team Leaders (Commercial, Residential, Inspections)

**Resources Required:**

Resource	Resource Type
Building Consent manager	Personnel
Team Leaders	Personnel
Staff time	Team

**Timeline / Key Activities:**

Activity	Who	Due	Status
Full team meetings to be held 3 monthly, first one booked and due to be held 11/09/24	Building Unit	3 monthly	Completed

- The Building Unit will continue with separate fortnightly processing and inspection team meetings (nil timeline).
- The all-team meeting will replace one of the fortnightly processing or inspection team meetings.

- Issues identified at the separate team meetings which are important and relevant to both teams, will be raised at the next full-time meeting.
- An agenda will be created and will include any new issues raised in previous processing and inspection team meeting and any other relevant items.
- The all -team meetings will be led by the building manager and team leaders.

**Success Criteria/Key Performance Indicators (KPIs):**

- Staff feedback from team leaders and staff
- Value of items raised at meetings to be reviewed

**Risks and Mitigations:**

Minimal

**Outcome:**

Increased staff knowledge  
Improved team morale

**Recommendation 6: High, PHASE 1 & 2**

**Recommendation Description:**

Adopt a more risk-based and value-based approach when processing consents and considering RFIs sent to customers/agents, supported by a framework that enables officers to exercise their judgement within.

**Objective:**

To provide guidance for processors either through a suitable framework or other options, when considering risks involved with consent processing.

**Responsible Team / Individual:**

- Building Manager
- Consent Team Leaders

**Resources Required:**

Resource	Resource Type
Group Manager	Personnel
Team Leaders	Personnel
Building Manager	Personnel
External Building Expert	External Contractor
Other Councils	

Timeline / Key Activities:

Activity	Who	Due	Status
Meet with other Councils including Selwyn and Waimakariri to understand the approach they use	Team Leaders	31/12/24	
Discuss with Building Industry Experts how sections 51-53 of the Building Amendment Act which relates to "Risk based" consenting can be enacted or any other suggestions they may have	External Building Expert	Ongoing (timeframe unclear)	timeframes unclear
Discuss this issue with processing team(s) to identify any areas where they consider we can be more risk adverse	Team Leaders Building Manager	1/11/24	
Where processing a consent involves decisions for significant issues/matters that have an element of risk, discuss with other Team Leaders / Building Manager	Building Manager	Ongoing	

Success Criteria/Key Performance Indicators (KPIs):

- Nil complaints
- Feedback – internally & externally

Risks and Mitigations:

Risk	Mitigation strategies
Making wrong decision resulting in litigation or something similar	Have sound framework and process that supports decisions made.

Outcome:  
Customer satisfaction

Recommendation 7: Medium, PHASE 1

**Recommendation Description:**  
Develop a risk register for the Unit that captures key risks and opportunities, and report periodically to elected members on any actual or potential litigation.

**Objective:**  
To identify any financial or reputational risks to council, by applying the risk matrix/register that is readily available throughout council. Depending on the severity, advise the appropriate staff (team leaders, manager, group manager and CE) who will then brief elected members, as required.

**Responsible Team / Individual:**

- Building Manager
- Team leaders
- All staff
- Risk team

**Resources Required:**

Resource	Resource Type
Staff training	Training
Building Accreditation Manager	Personnel
Risk team	Personnel

**Timeline / Key Activities:**

Activity	Who	Due	Status
Obtain risk matrix / register commonly used by departments within council.	Building Manager	30/06/24	Complete
Provide training on using this matrix by our risk manager, including an explanation on what a reputational or financial risk looks like.	Risk Manager	31/10/2024	
Process to be discussed on how we apply the risk matrix, and the subsequent reporting to elected members	Building Manager Team Leaders	31/12/2024	
Building Accreditation Manager to consider policy / procedures require implementation and/or updating.	Building Accreditation Manager	Ongoing	

As a result, all staff and elected members are made aware of any harmful risk, and any consequences that may arise out of this.

**Success Criteria/Key Performance Indicators (KPIs):**

- The risk register supplied by risk manager, will be used frequently and appropriately.
- All staff and elected members are well informed of any potential and harmful risk and any consequence that may arise out of this, by regularly reporting to Audit & Risk in relation to litigation risks.

**Risks and Mitigations:**

Risk	Mitigation strategies
The risk register is not applied appropriately at the time, resulting in a lost opportunity to resolve the matter earlier.	The risk register will become a frequently used tool amongst staff to identify risks.

**Outcome:**  
Identifying any issues or problems early may result in resolving the matter in a more efficient and cost-effective manner.

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**Recommendation 8: High, PHASE 1**

**Recommendation Description:**  
Transfer responsibility for booking inspections from the Customer Services Team to a team within the unit that is closely aligned to the Inspections Team Leader.

**Objective:**  
This recommendation's objective is to arrange inspections in a logical order to maximize travel efficiencies while still managing individuals' competencies and training needs.

**Note:** A full team is required to maintain a full-time service for booking inspections for all of the council's opening hours. This will need to allow for booking 50 inspections per day. This would initially be best achieved by working with the existing CSO team to upskill officers in the best booking placement. The current teams on the second floor do not have the capacity to absorb the extra workload. At this stage we will continue using customer service as they are able to provide phone service throughout the entire business day. Whereas this may not be possible within the building team. We will look to improve our service and maximize efficiency with the customer service team.

- Responsible Team / Individual:**
- Team leader building inspections
  - Customer Services Manager

**Resources Required:**

Resource	Resource Type
Customer services	Team
Team leader building inspections	Personnel
District Customer Services Manager	Personnel
Customer Services	Team

**Timeline / Key Activities:**

Activity	Who	Due	Status
Book meeting with Customer Services Manager Greg Brittin and team leaders Kathryn Donohue and Paola Stobart	Team leader - Customer Services	20/08/2024	
Confirm training requirements – who & what	Team leader – inspections	20/08/2024	

Develop procedure and guide for customer service, if required	Team leader – inspections	20/10/24	
Complete training for customer service	Team leader – inspections	30/11/2024	
Progress will be monitored at the end of each quarter to start off with, including looking at number of inspections that are reallocated.	Team leader – inspections	31/12/24	

Success Criteria/Key Performance Indicators (KPIs):

- That inspection booking team manage bookings successfully with 95% of inspections not requiring to be moved or reallocated.

Risks and Mitigations:

Risk	Mitigation strategies
Loss of overview by team leader as to progress on key projects.	Meet and review progress with customer service on a monthly basis.

Outcome:

Free up the Inspection Team Leader for other higher value tasks.

Recommendation 9: High, PHASE 1

Recommendation Description:

Increase monitoring of key service delivery targets and have performance exceptions flagged in the processing phase, ensuring all consents are processed as quickly as possible. The BCU should seek to process at least 95% of consents within statutory timeframes and, on average, in 11 working days.

Objective:

Raise team awareness of productivity through the development of key performance indicators, which are monitored by the full team, including managers, team leaders, and processing officers.

This supports the key outcome of processing consents in a productive and timely manner, consistently achieving 95% compliance with statutory time frames, and, on average, in 11 working days.

Responsible Team / Individual:

- Building Manager
- Team Leaders

Resources Required:

Resource	Resource Type
Digital dashboard	Tool
Team Leaders	Personnel
Staff training	Training
Building Accreditation Manager	Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Work with processing staff to understand their previous productivity levels and the expected productivity levels. Have constructive conversations about how these levels can be achieved for everyone.	Team Leaders	31/08/24	Completed
Building Accreditation Manager to consider policy / procedures require implementation and/or updating.	Building Accreditation Manager	Ongoing	

Success Criteria/Key Performance Indicators (KPIs):

- Weekly reports on 95% compliance with time frames to be available building officers team leaders and managers.
- Performance chart identifying pervious and new productivity for an easy assessment of performance, to be available to building officers team leaders and managers (individual performance chart for each officer only identifying their performance).
- Evidence of processing officers' ability to self-manage. Staff have good understanding of KPI's through PRP's and regular catchups with team leaders.

Risks and Mitigations:

Minimal

Outcome:

Team leaders are monitoring performance on a weekly basis to ensure 95% compliance and 11 working day targets are being met and if not, meet with individual/team to discuss and manage appropriately.

Recommendation 10: Medium, PHASE 2

**Recommendation Description:**  
Develop a digital dashboard that captures key performance indicators and ensure this is visible to all Managers and staff members.

**Objective:**  
To provide relevant and up-to-date data regarding the status of building consents, staff allocation, and staff productivity. This dashboard will be easily visible and accessible to all staff. Other important metrics will be added in due course.

- Responsible Team/Individual:**
- Building Accreditation Manager
  - Building Team Leader
  - Building Manager
  - IMBT team (IT)

**Resources Required:**

Resource	Resource Type
Building Consent manager	Personnel
Team Leaders	Personnel
IMBT (IT)	Team
GIS or Power BI	Tool

**Timeline / Key Activities:**

Activity	Who	Due	Status
Obtain examples of digital dashboards from other councils	Tony	June	Complete
Show/ discuss with manager/ team leaders the examples and any suggestions they may want to include on the dashboard	Helen/ Manager/ Team leaders	31/08/2024	In progress
Mockup examples of a dashboard for the Team leaders and manager to provide feedback on	Helen / IT	31/08/2024	
Engage IT to build the dashboard	Helen	10/09/2024	
Communicate the Dashboard to the team	Team Leaders/ Manager	30/11/2024	
Building Accreditation Manager to consider policy/procedures require implementation and/or updating.	Building Accreditation Manager	Ongoing	

Success Criteria/Key Performance Indicators (KPIs):

- The dashboard is utilized in day-to-day decisions and reviewed at weekly meetings with the team leaders and monthly accreditation meetings.
- Team leaders and building officers report that the data is useful and assists them in making decisions about where to focus their time.
- The BCA maintains compliance with at least 95% for processing a building consent and CCC.

Risks and Mitigations:

Risk	Mitigation strategies
Data is incorrectly extracted resulting and reporting information that is inaccurate	To mitigate we will sample information when in development.
Other projects take priority	IANZ general non-compliances may compete for project time.
Staff retention / morale	Communicate with the team
IT not available to complete the project	Engage IT and confirm commitment and priority
Building staff not available to complete the project	Engage the building personnel and confirm commitment and priority
Program to present the dashboard isn't adequate and doesn't meet the needs of the business	Engage IT to confirm the costs associated with available dashboard tools
Dashboard tool is too expensive	Engage IT to confirm the costs associated with available dashboard tools

Outcome:  
Dashboard is developed and rolled out to the team, supporting KPI achievement.

Recommendation 11: High, PHASE 1

Recommendation Description:  
Increase the Unit's customer focus with greater interaction, by telephone and meetings, with customers/agents before and during the processing of consents.

Objective:  
Be more customer focused and more responsive, and provide a greater level of service, both before and during the processing of consents.

- Responsible Team/Individual:
- Building Managers
  - Team Leaders
  - Building Accreditation Manager

Resources Required:

Resource	Resource Type
Accreditation Manager	Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Communicate with staff on the below process / key activities	Team Leaders	1/9/2024	
Building Accreditation Manager to consider policy/procedures require implementation and/or updating	Building Accreditation Manager	Ongoing	

1. **For processors only.** When are allocated a new building consent (Except SFH), they will ring the agent to tell them they are processing the consent. If no answer, they will leave a message or send an email. The processor will give them or leave them their contact details (extension or email address). When agent has been contacted, this will be recorded in Objective Build.
2. **All staff.** During the day if staff receive a phone call via customer service, they will answer it if they are available. (If they are unavailable a CSO would create a CRM)
3. Staff will check on their CRM's daily and clear them that day or at 4pm that day at the latest.
4. We intend to produce a digital dashboard for the team, so it's easily visible and it shows any outstanding CRM's.

Success Criteria/Key Performance Indicators (KPIs):

This activity will form part of staff KPI's (to be finalized) and will be measured against the below:

- Nil complaints
- Compliments
- Regular feedback – positive and negative.

Risks and Mitigations:

Minimal

Outcome:

Deliver excellent customer relationships which will provide greater job satisfaction.

Recommendation 12: High, PHASE 2

**Recommendation Description:**  
Survey customers periodically, along other initiatives such as regular meetings with key customers, to gain insights regarding the BCU's performance and opportunities for improvement.

**Objective:**  
Forge and improve relationships with key clients to gather feedback on the BCU's performance and identify areas that can be improved, including areas that may be of little value to the customer.

- Responsible Team/Individual:**
- Building Manager
  - Communications & Engagement Lead
  - Team Leader
  - Designated staff members

Resources Required:

Resource	Resource Type
Building Manager	Personnel
Communications & Engagement Lead	Personnel
Team Leaders	Staff time

Timeline / Key Activities

Activity	Who	Due	Status
Identify key customers	Building Manager	30/09/2024	
Contact and meet with the key customers advising the meeting purpose and obtain feedback on the unit's performance, both positive & negative.	Building Manager PA Support	30/11/2024	
Develop topics/question areas for feedback across the key areas for improvement (quality, efficiency, systems and communication).	Comms Lead Team Leaders	30/11/2024	
Assess and review feedback and look to implement and / or adjust accordingly so the unit's performance will improve.	Building Manager	31/12/2024	
Feedback changes made by the unit back to the client	Building Manager Comms Lead PA Support	31/12/2024	
Contact key client quarterly to discuss unit's performance including those areas that were previously discussed or any new issues.	Building Manager / PA Support Comms Lead	Quarterly basis	
Repeat Building Unit Review Survey	Comms Lead	30/06/25	

- Success Criteria/Key Performance Indicators (KPIs):**
- Clients see value in continuing to provide feedback
  - Improved efficiency by staff
  - Better relationships with key customers
  - Better experience for wider service users through improvements made

**Risks and Mitigations:**

Risk	Mitigation strategies
Customers feel it is “a waste of time” or lip service.	Managed through comms showing genuine intent, reflected through the tone of meetings. Feedback regularly on changes resulting from their input or others.

**Outcome:**  
Improved customer relationships, efficiency, and job satisfaction by staff.

**Recommendation 13: Medium, PHASE 2**

**Recommendation Description:**  
Review the frequency and content of customer bulletins and advice notices

**Objective:**  
To seek feedback from the building industry to gauge the value and frequency of our building bulletins, and quarterly forum meetings. This feedback will be used to create an excellent quality service that keeps the industry and the building unit informed.

- Responsible Team/Individual:**
- Building Consent Manager
  - Communications & Engagement team

**Resources Required:**

Resource	Resource Type
Building Consent manager	Personnel
Staff time	Team
Communications & Engagement Lead	Personnel
NCC staff	Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Initial discussion with comms regarding the recommendation	Building Consent Manager / Comms	03/07/24	Complete
Comms will prepare a survey for the building industry to seek feedback/suggestions on areas of improvement for the building bulletin and forums. The survey will be open for 2-3 weeks.	Comms	30/09/2024	
Comms to recommend changes to newsletters and forum. Create and implement new agreed building bulletin format. Building Team to implement changes to forum	Building Consent Manager / Comms	10/11/2024	
First bulletin post survey to include results. Frequency going forward based on results.	Comms / Building Unit Staff	30/11/2024	

Examples of other councils' building newsletters and bulletins are being sought to identify aspects that may benefit our final product.

Success Criteria/Key Performance Indicators (KPIs):

- Survey results are used to adapt and enhance newsletter and forum,
- Both tools are seen as valuable communication methods by the industry following changes.
- Input into both channels is seen as a good use of time by staff because it has value for their customers and improves consent processing.

Risks and Mitigations:

Risk very minimal, if any.

Outcome:

A quality newsletter that is valued by both HDC and the industry.  
Forum is a productive use of time for both staff and attendees.

Recommendation 14: Medium, PHASE 2

**Recommendation Description:**  
Review the customer complaints and compliment process within building unit to define response timeframes and determine ‘learnings’ that follow any investigations and continuously improve systems and procedures based on the learnings.

**Objective:**  
To enhance customer satisfaction and operational efficiency by establishing clear response timeframes for customer complaints and compliments, identifying key insights from investigations, and implementing continuous improvements to systems and procedures based on these insights.

- Responsible Team/Individual:**
- All building staff members
  - Team Leaders / Senior staff
  - Building Manager

**Resources Required:**

Resource	Resource Type
Customer Services Manager	Expertise
Building Accreditation Manager	Personnel

**Timeline / Key Activities:**

Activity	Who	Due	Status
Building Manager to review current procedures and policies relating to compliments and complaints.	Building Manager	01/07/2024	Complete – Nil issues
Confirm alignment with council compliments and complaints policy	Building Manager Customer Services Manager	30/07/2024	
Team meetings: Refresh team leaders and staff on compliments and complaints policy and the resulting procedures (see note below on meeting structure)	Building Manager	07/08/2024	30/08/24
Monthly review of CRM's at monthly accreditation meetings.	Building Manager Building Accreditation Manager Team Leaders	Monthly	Ongoing

- \*At team meeting, staff will be provided with:
- a. Historical data for compliments/complaints. Discuss common themes, agree on actions (noting many will likely be addressed via implementation plan).

Calendar Year	Complaints		Compliments		Total
	Personnel	System	Personnel	System	
2021	1	9	8	2	20
2022	0	5	4	1	10
2023	2	2	3	2	9
Total	3	17	17	5	39

- Show staff where the policy/procedure can be accessed via Info Kete
- Provide hardcopy of policy/procedures to all staff
- Ensure all staff attend the meeting
- Ensure KPI in PRP on timely, quality management of complaints
- Complaints / compliments will be reviewed monthly by the team leaders and building manager during the monthly accreditation meetings to ensure
- If follow up is required
- They are being appropriately dealt with
- Determine if there are recurring themes, and where and how can we improve our systems and processes for complaints received
- Review CRM's to ensure complaints are being dealt with in terms of our procedures and policies
- Consider compliments for acknowledgement to individuals and teams, celebrating improvement will be key to culture change.

Success Criteria/Key Performance Indicators (KPIs):

- Complaints are managed in accordance with policy.
- Reduction in complaints through continuous improvement.
- Customer satisfaction and feedback are reflected in compliments.

Risks and Mitigations:

Risk	Mitigation strategies
Staff retention / morale	Have succession plan and ensure staff are trained and continually upskilling.

Outcome:  
Increased customer and staff satisfaction

Recommendation 15: Medium, PHASE 2

**Recommendation Description:**  
Review how well pre-application processes are working for council units and developers.

**Objective:**  
The objective is to provide a service where the customer can request a meeting with multiple areas across council for a proposed consent application.

**Responsible Team/Individual:**

- Matthew Holmes (Building Team Leader – commercial)

Resources Required:

Resource	Resource Type
IT	Personnel
Communications & Engagement	Personnel
Growth & Development	Personnel
Building Accreditation Manager	Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Review on pre-application processes	Building Team Leader - Commercial	06/09/2024	
Building Accreditation Manager to consider policy / procedures require implementation and/or updating.	Building Accreditation Manager	Ongoing	

- Make it clear to the applicant the purpose of a pre-consent meeting is an agreement in principle, in that it is to highlight any areas of the proposed application that might need to be considered in an application.
- Note:** If you agree with something in principle, you agree in general terms to the idea of it, although you do not yet know the full details will comply with every provision of the building code/act.
- Coordinate with the Growth & Development team as a possible first point of contact for customers who are requesting a meeting with multiple areas across Council for a proposed consent application (This covers off areas outside of a building consent application, like servicing etc.).
  - Develop public information with purpose of pre consent meetings with expected outcomes and provide information on the HDC website page location: *Applying for a building consent*.

- Work with the most frequent users of this service to gain insight into the benefits and effectiveness of the current way these meetings are conducted. Would there be benefit for customers to go throw Growth & Development or stay with the status quo. (Strata Group Consulting Engineers, Gannon Fire and Risk)
- Recording of the meetings – Applicant to provide council rep with a summary of the discussion. Council rep to the confirm, add, take away or clarify the summary. The agreed summary will then be saved into HDC Te Whata Record Management system CP folder.

**Note:** Applicant to provide the agreed summary with the building consent application for clarity of discussion.

- Make staff aware of the outcome of this recommendation through regular processing team meetings.

**Success Criteria/Key Performance Indicators (KPIs):**

- Surveying the select group that use this service with the new information from the website, for feedback on the benefits and improvements.

**Risks and Mitigations:**

Risk	Mitigation strategies
Customers not fully understanding details of meeting or misinterpreting information provided	After meeting, have customer confirm details of pre application by way of email

**Outcome:**  
To have a clear understanding of what a pre-consent meeting is for.

**Recommendation 16: Medium, PHASE 2**

**Recommendation Description:**  
Explore, with other councils, new ways of working together, whether that is a regional building unit, or forming a 'cluster' that develops consistent approaches to working together and making it easier for customers who work across district boundaries.

**Objective:**  
Develop closer relationships with neighbouring councils to look at joint approaches and solutions for any building issues, service delivery and other related matters.

**Responsible Team/individual:**

- Building Manager

Resources Required:

Resource	Resource Type
Staff time	Team
Building Accreditation Manager	Personnel

Timeline / Key Activities

Activity	Who	Due	Status
Identify key staff of other Councils, Central Hawkes Bay, Napier, Wairoa	Building Manager	30/06/2024	Complete
Contact and develop a relationship with those key staff	Building Manager Team Leaders	30/06/2024	Complete
Arrange a meeting with key staff from other Councils to discuss relationships going forward either on a casual basis or more permanent in terms of a cohort group.	Building Manager Team Leaders	31/12/2024	
Building Accreditation Manager to consider policy/procedures require implementation and/or updating.	Building Accreditation Manager	Ongoing	

Success Criteria/Key Performance Indicators (KPIs):

- Improved relationships
- Improve issues affecting all councils
- Sharing information and learning from one another
- Assist one another if required, including sharing of resources
- Better experience for service users regardless of which council they need to work with.

Risks and Mitigations:

Risk	Mitigation strategies
Inequitable share of work	Proposed shared service agreement between councils.

Outcome:

Councils working together to provide a consistent approach across our region, and being able to improve performances not only individually, but as a group.

Recommendation 17: High, PHASE 1

**Recommendation Description:**  
Develop a robust financial model that underpins the Unit’s business plan to:

- Better forecast levels of activity
- Determine the appropriate resourcing of the Unit and productivity of staff
- Set reasonable fees & charges and determine whether overhead allocations are fair and reasonable, and
- Be reliable basis to monitor performance against.

**Objective:**  
To forecast the BCU's activity which will help determine the costs and revenue required to meet that forecast

- Responsible Team/Individual:**
- Building Manager
  - Group Manager
  - Unit’s financial accountant

**Resources Required:**

Resource	Resource Type
Building Manager	Personnel
Group Manager	Personnel
Financial Accountant	Personnel

**Timeline / Key Activities:**

Activity	Who	Due	Status
Arrange a meeting with Finance Department to understand and discuss this recommendation. Document discussion and proposed going forward.	Building Manager Financial Accountant	30/09/24	

This meeting will help direct and form basis of following recommendations 18,19, 20, 21 & 22, although, these recommendations have been considered individually.

**Success Criteria/Key Performance Indicators (KPIs):**  
This will be measured through the understanding of the business plan and the areas that are identified for improvement. All activities shall be funded in line with the Units Funding Policy.

**Risks and Mitigations:**  
Risk is minimal in attempting to achieve this objective.

**Outcome:**  
A more efficient building unit which is financially sound and viable.

Recommendation 18: High, PHASE 2

**Recommendation Description:**  
Review the Revenue and Financing Policy as it relates to the BCU, at a more granular level, to confirm the appropriate consideration of public and private benefits related to the BCU's activities and the associated funding choices council has regarding fees and charges and rates contributions.

**Objective:**  
To assess whether the correct 80/20 split is appropriate (i.e. 80% of unit's costs covered by fees and remaining 20% covered by rates)

- Responsible Team/Individual:**
- Building Manager
  - Group Manager
  - BCUs' financial accountant / Management Accountant

**Resources Required:**

Resource	Resource Type
Building Manager	Personnel
Group Manager	Personnel
Financial Accountant	Personnel

**Timeline / Key Activities:**

Activity	Who	Due	Status
Arrange a meeting with Finance Department to understand, and discuss assessment costs of revenue streams, and benefits of the various activities. From this meeting, document discussion and proposal going forward.	Building Manager Financial Accountant	31/12/24	

Consider meeting held in term of recommendation 17, and document discussion. From this meeting, document discussion and proposal going forward.

**Success Criteria/Key Performance Indicators (KPIs):**  
This will be measured through establishing what the BCU and public split should be.

**Risks and Mitigations:**  
Risk is minimal in attempting to achieve this objective.

**Outcome:**  
Establishing what the BCU and public spit should be.

Recommendation 19: Medium, PHASE 2

**Recommendation Description:**  
Review staff charge-out rates and BCU fees and charges.

**Objective:**  
To ensure fees and charges are fair and justifiable

- Responsible Team/Individual:**
- Building Manager
  - Group Manager
  - Units' financial accountant
  - Team Leaders

**Resources Required:**

Resource	Resource Type
Building Manager	Personnel
Group Manager	Personnel
Financial Accountant	Personnel
Consultant Accountant / Management Accountant	Personnel

**Timeline / Key Activities:**

Activity	Who	Due	Status
Assess productivity of the respective teams within the Building Unit: Processing Team	Building Manager	30/06/2024	Complete
Assess productivity of the respective teams within the BCU: Inspection Team	Building Manager	30/09/2024	
Assess productivity of the respective teams within the BCU: Other teams	Building Manager	31/12/2024	
Arrange a meeting with finance department to understand, and discuss all fees and charges that relate to the BCU	Building Manager Financial Accountant	31/12/2024	
Ensure productivity meets expectations including billable hours expectations for: Processing Teams	Building Manager	30/09/2024	
Ensure productivity meets expectations including billable hours expectations for: Other teams	Building Manager	31/12/2024	

BCU to commence reviewing their fees prior to meeting with the finance department.

Productivity will help form the basis of setting fees and charge out rates. In future, this can be discussed with the finance department along with other factors relating to fees and charges.

At meetings with Finance, discussions and proposal will be documented.

Success Criteria/Key Performance Indicators (KPIs):

- Understanding the fee and charge out structure to help set those fees and charges in the future.

Risks and Mitigations:

Risk	Mitigation strategies
Customer dissatisfaction	Provide justification for fee increases.

Outcome:

Both the building unit and customers are content with fees and charge out rates.

Recommendation 20: Medium, PHASE 2

Recommendation Description:

Establish a retained earnings account for the BCU, so that it is both accountable for the ongoing financial performance of the BCU, as well as providing a buffer for the unit to operate within, especially in times of economic downturn.

Objective:

Provide a fund for any potential or unforeseen financial deficit, within reason.

Responsible Team/Individual:

- Team / Individual
- Units Financial Accountant
- Group Manager
- Building Manager

Resources Required:

Resource	Resource Type
Building Manager	Personnel
Group Manager	Personnel
Financial Accountant	Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Arrange meeting with Finance Department to understand and discuss the potential of establishing a retained earnings account	Building Manager Management Accountant	31/12/2024	
As a result of the meeting, next steps are to be discussed and documented.	Building Manager	31/3/2025	

Success Criteria/Key Performance Indicators (KPIs):

- If financially feasible, success of this recommendation would be to have a fund to cover any future shortfall.

Risks and Mitigations:

Minimal risk in attempting to achieve this objective.

Outcome:

Potentially a better financial position for the unit.

Recommendation 21: High, PHASE 2

Recommendation Description:

Restructure the BCU’s financial reporting so that controllable costs and revenues are identifiable for each team and there is greater accountability for financial performance.

Objective:

To ensure all team leaders have online access to financial information relevant to the roles of their team

Responsible Team/Individual:

- Team Leaders

Resources Required:

Resource	Resource Type
Financial reporting system	Tool
Finance team member	Team / Personnel

Timeline / Key Activities:

Activity	Who	Due	Status
Identify financial lines applicable to the teams' roles	Building Manager	01/09/2024	
Arrange for accountant to explain relevant cost and revenue lines applicable to the team's roles, including the budget	Finance Team Management Accountant	10/09/2024	

- Team Leaders to review at least monthly, actual financial figures against budget and account for discrepancies.
- Team Leaders to discuss any issues with Building Manager and account as required

Success Criteria/Key Performance Indicators (KPIs):

- The team leaders will be fully in control of terms of financial visibility and are able to make adjustments as required.

Risks and Mitigations:

Minimal risk

Outcome:

Managers and team leaders understand and are accountable for the team's revenue and costs.

Recommendation 22: Medium, PHASE 2

Recommendation Description:

Review the overhead allocation methodology, especially as it relates to Customer Service activities.

Objective:

Understand and review reasonableness of corporate overheads of the allocation methodology, especially with customer service.

Responsible Team/Individual:

- Building Manager
- Group Manager
- BCU's financial accountant / Management Accountant

Resources Required:

Resource	Resource Type
Customer Service	Personnel

Other departments	Team
Other councils	External
Management Accountant	Consultant / Contractor

Timeline / Key Activities:

Activity	Who	Due	Status
Contact other councils (such as Selwyn and Waimakariri) to understand their methodology behind allocation of overheads	Building Manager	31/12/2024	
Arrange meeting with finance department to understand methodology relating to allocation of our overheads. (take into account meeting held in terms of recommendation 17).	Building Manager Financial Accountant	31/03/2025	
As a result of these meetings, internally and externally, if it is unreasonable that overheads are being unfairly allocated, next steps are to be discussed and documented to ensure fairness.	Building Manager Financial Accountant	31/03/2024	

Success Criteria/Key Performance Indicators (KPIs):

- Understand the methodology and determine if it is reasonable. If it appears unreasonable, discuss the options.

Risks and Mitigations:

Minimal risk in attempting to achieve this objective.

Outcome:

Potentially a better financial position for the unit.

Recommendation 23: High, PHASE 1 & 2

Recommendation Description:

Reduce the nature and extent of peer reviews of consents to better reflect the risk profile of the customers/applications and the competency of staff involved.

Objective:

**Note:** Building Unit Review, Section 7.2 states that:

- “...nearly all consents processed are reviewed before the consent is granted. ...The level of review should be substantially reduced considering matter such as project **complexity, customer and agent history and performance**, as well as the **competency of staff involved**.”
- “to build confidence and trust in team members and reduce... burden... on key staff.”

The objective is to evaluate current peer review procedures, quantity and type and analyse opportunities to reduce / remove the current review mechanisms through internal procedural updates and training. **Note:** there are no fees associated with peer reviews.

Responsible Team/Individual:

- Building Consent Manager
- Team Leaders

Resources Required:

Resource	Resource Type
Accreditation Manager	Accreditation and Procedural Guidance overview. Policy and procedures.
Processing Team Leaders	Peer review & guidance development.
IT	Obtain data to assist development.
Staff	Assistance - data collation, graphs. Guidance, procedure and system updates.
Processing Team	Workshop/s - Initiate ideas and suggestions to reduce reviews.
Counsel General	s77 (tying of allotments) process and risk review.
Building Consent Project Officer	s73 (natural hazards) process and risk review.
BCM & Lead Team	Risk assessment conclusion and approval.

Timeline / Key Activities:

Activity	Who	Due	Status
Define and summarize each type of peer review undertaken by the BCA. Who undertakes the reviews and the level of current associated risk.	Team Leaders (Processing)	31/12/2024	
Gather data on peer review quantity, timeframes, the review personnel – last two years. Include new review criteria in Go Get.	Accreditation Manager	01/11/2024	
Analyze data and current procedures for each individual peer review type	Team Leader (Processing)	31/12/2024	
Engage with wider team for suggestion on efficiencies and improvements in current systems.	Team Leader (Processing)	31/03/2025	
Collate a draft proposal for Management confirmation and risk assessment.	Team Leader (Processing)	31/03/2025	

Implementation <ul style="list-style-type: none"> <li>• CIR</li> <li>• Procedural and Guidance revisions</li> <li>• Revision in processing requirements in Go Get</li> <li>• Training for the team.</li> <li>• Confirm date of implementation.</li> </ul> Audit implementation	Team Leader Accreditation Manager	31/03/2025	
Provide a procedure to deliver data/ stats ongoing for the BCA.	Team Leader Accreditation Manager	31/03/2025	
Ongoing training and review mechanism.	Team Leader Accreditation Manager	31/03/2025	

**Success Criteria/Key Performance Indicators (KPIs):**

- Success will be measured through the analysis of data to provide confirmation that the level of peer reviews undertaken are reduced and maintained in accordance with the revised policies and procedures to an acceptable level. This will be undertaken on an ongoing basis with key point reductions.

**Risks and Mitigations:**

Minimal risk, if any.

**Outcome:**

Provide assurance to the public and industry with reduction of perceived delays and confidence.

Empower the team with new skills and abilities, providing confidence to undertake their roles.

## Recommendation 24: Medium, PHASE 2

**Recommendation Description:**

Review and develop processes and procedures to support the BCU's statutory functions.

**Objective:**

The compliance team is responsible for compliance and monitoring over several different pieces of legislation and covers various areas of the regulatory environment. We are pleased with this recommendation as it requires a review of our current processes and procedures which will ultimately result in either status quo or an updated version to ensure compliance matters are dealt with in legislatively correct in accordance with the requirements under the respected legislation with a sense of public satisfaction in mind.

Those who are responsible for the individual areas of the compliance team will have an input into the final product.

**Responsible Team/Individual:**

- Compliance Manager
- Individuals responsible for each area of the compliance team

**Resources Required:**

Resource	Resource Type
Compliance Manager	Personnel
Compliance Team	Team

**Timeline/Key Activities:**

Activity	Who	Due	Status
Review HDC's processes and procedures relevant to compliance	Compliance Manager	31/12/2024	
Review neighbouring TA's processes and procedures	Compliance Manager	30/03/2024	
List any shortfalls in HDC's PP's and implement accordingly	Compliance Manger	30/07/2024	

**Success Criteria/Key Performance Indicators (KPIs):**

- Success will be measured through HDC's processes and procedures being legislatively correct and provides a clear and precise policy or procedure that is easy to follow for those who are responsible for the specific areas / roles within the compliance team.

**Risks and Mitigations:**

Risk	Mitigation strategies
With change, opens the door to manual error or missing crucial information.	Legal advisor input may be required to mitigate this.

**Outcome:**

To have sound policy and procedures to allow timely, legislatively correct and efficient pathways to ensure compliance matters are dealt with correctly and in the public's interest.

Recommendation 25: Medium, PHASE 3

**Recommendation Description:**  
Develop a Compliance Management Framework, preferably in conjunction with neighbouring councils.

**Objective:**  
The objective of this recommendation for the compliance team is to formulate a framework with a structured set of guidelines that details the organization's processes for maintaining accordance with established regulations, specifications, or legislation.

**Responsible Team/Individual:**

- Compliance Manager

**Resources Required:**

Resource	Resource Type
Compliance Manager	Personnel
Senior Compliance Officers	Personnel
Legal Advisor	External

**Timeline / Key Activities:**

Activity	Who	Due	Status
Contact neighboring TA's to establish if they have a framework that could be used as a template or adopted	Systems Administrator	30/06/2024	Ongoing
Review neighboring TA framework against HDC framework or process	Compliance Manager Legal Compliance Team	31/12/2024	
Adopt if the reviewed framework is relevant	Compliance Manager	30/03/2025	
Implement the recommendation	Compliance Manager	30/07/2025	

**Success Criteria/Key Performance Indicators (KPIs):**

- Success will be measured by having consistency with HDC as well as neighbouring councils in terms of their alignment with a compliance management framework.

Risks and Mitigations:

Risk	Mitigation strategies
Neighboring councils do not have a framework themselves for HDC to align with.	HDC will complete their framework in hope that neighbouring councils will adopt their framework.

Outcome:

The preferred outcome would be if that HDC can lessen the risk of noncompliance by having a well-defined framework in place. These frameworks can help protect HDC from fines, penalties, and other sanctions such as MBIE directives, as well as boost its reputation and attract customers and stakeholder support.

Recommendation 26: Medium, PHASE 1

Recommendation Description:

Adopt a text push service, or similar, for customer engagement around annual BWOFs reminders and follow up, and other activities like booking inspections of pool barriers.

Objective:

The goal is not to commit to implementing this recommendation but more investigate what benefits a system such as this could provide to support the booking of swimming pool audits, building audits regarding Building Warrant of Fitness and BWoF reminder letters.

Responsible Team/Individual:

- Compliance Team
- Business Support Team

Resources Required:

Resource	Resource Type
Compliance Manager	Personnel
Compliance Team	Team
Business Support	Team
IT	Team

Timeline / Key Activities:

Activity	Who	Due	Status
Review neighboring councils and their text services (if any).	Compliance Manager	TBC	Completed
Meet with effected staff to discuss how this differs from status quo.  Discuss options for change, pros and cons.	Compliance Manager	30/07/2024	Completed

IT to provide the pathway to implement the two options being <ul style="list-style-type: none"> <li>• Full text service, or,</li> <li>• Hybrid version (existing service with txt reminder)</li> <li>• IT to provide feedback as to the feasibility of such a service – cost, timing, pathway etc.</li> </ul>	IT	30/08/2024	Ongoing
Completed the implementation plan following that meeting if timing is right.	Compliance Manager	30/12/2024	

**Success Criteria/Key Performance Indicators (KPIs):**

- If the new system speeds up the current system. However, the current system does not have any faults, is in email form (or post for specific circumstances) has capacity to provide all relevant information re: the inspection or reminder where a text service will be limited, and a fully text service will require additional work. We are currently exploring a hybrid of the system where the email remains and there can be text reminder 24 hours / day before.

**Risks and Mitigations:**

There are risks associated with this system and some examples may be, new system always have a risk of customer push back, additional workload and 'steps' added to the current process, insufficient customer contact details and insufficient information within a txt message service as opposed to a email service.

**Outcome:**

- Decision will need to be made jointly with the compliance team and the BSO team as this would impact both teams.
- Initial discussions with other councils are that 1 from 4 use a text system for normal building inspections only. The others do not use a txt system.
- Initial discussions suggest that this system is achievable however adds additional work to the current process that the BSO team undertake.
- Possibility for a hybrid version where the current email process continues to be utilised and the txt remainder can be a automatic function that does not require officer input. This is still under review and IT to report back in coming weeks.

Recommendation 27: Medium, PHASE 3

**Recommendation Description:**  
Develop localized flood modelling that more accurately determines flood levels and flows to give greater confidence to the location and finished floor levels of new buildings.

**Objective:**  
The objective of this recommendation is to develop its own localized flood model to give greater confidence to the location and finished floor levels of new buildings.

- Responsible Team/Individual:**
- Building Manager (initially)
  - 3 Waters Team (after wider discussion for their involvement)

**Resources Required:**

Resource	Resource Type
Funding	Financial
Expert Advice (External / Internal)	Personnel
3 Waters	Team
Growth Unit	Team
External	Other Councils

**Timeline / Key Activities:**

Activity	Who	Due	Status
Internal discussion with the appropriate HDC teams to consider this recommendation	Building Manager HDC staff	30/06/2025	
Appropriate HDC staff to consider travelling to Selwyn & Waimakariri Councils to look at their flood modelling system	HDC staff	31/12/2025	
After site visit, reconvene and have discussion to consider feasibly and viability of recommendation	Building Manager Team Leaders	31/3/2026	

- Success Criteria/Key Performance Indicators (KPIs):**
- To come to a satisfactory conclusion whether to pursue this matter or not, due to resourcing and funding priority in the LTP.

**Risks and Mitigations:**  
Risks are minimal as the activities listed are in the explanatory stage.

**Outcome:**  
Determine whether this recommendation is financially viable

## 4. COMMUNICATIONS & ENGAGEMENT PLAN

A communications plan has been developed based on stakeholder analysis and risk considerations. A copy is attached as Appendix 1.

## 5. MONITORING AND EVALUATION

### Monitoring Plan:

The BCU will monitor and evaluate progress by holding weekly / fortnightly Tuesday meetings attended by the group manager, building manager, compliance manager, and team leaders.

During these meetings, participants will discuss the status of each recommendation and associated activities, ensuring clear communication across all levels. Meeting notes will be recorded and saved in the content manager.

Additionally, the progress of the implementation plan and recommendations will be reported during the quarterly performance and monitoring committee meetings.

## 6. APPENDICES

Appendix 1: Communications & Engagement Plan

Appendix 1: Communications & Engagement Plan



MARKETING & COMMUNICATIONS PLAN

Building Unit Review – Implementation Plan

17/07/2024

Author	Diane Joyce
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Te Whata Project container #	PRJ24-57-030
Budget	TBC
Significance/Impact Rating	High

BACKGROUND

Hastings District Council requested an independent review of its Building Unit, to provide independent assurance to the Council regarding the activity and provide a continuous improvement plan. The process included feedback from key internal and external stakeholders using interviews, meetings and a survey.

The report found the Building Unit is considered a 'good' Building Consent Authority (BCA) in terms of its systems and procedures, and its compliance with technical standards set by MBIE and IANZ, however the report found the Unit was overly focused on compliance, with pragmatism, risk, and a focus on customers not featuring as predominantly as they should.

The team are developing an implementation plan for the 27 recommendations with the key outcomes being:

- quality service delivery,
- excellent customer service,
- efficiency and financial soundness.

While the team is already moving to implement some of the recommendations, the Implementation Plan sets out a wider programme of work that will require a supporting communications plan to keep key stakeholders informed on progress.

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ENGAGEMENT LEVEL

The project uses feedback already gained; however, it is important building team members and other key internal stakeholders are involved in designing the changes into internal processes. This ensures a shared approach to improvement and engagement in the longer-term process of culture change.

It is also important to continue to involve the industry in service design to support continuous improvement in how the building team undertakes its role as a building consent authority.



MARKETING & COMMUNICATIONS OBJECTIVES

- To enhance the reputation of the building team through:
- Instilling confidence in the industry that the review is generating change.
  - Instilling confidence in the council governors and leadership that the recommendations are being implemented in a sustainable manner that will result in long-term changes in efficiency, customer experience and quality.
  - Supporting culture change within the team to a customer-centric mindset.
  - Improve the ease (and perception) of working with the building consent team by ensuring communications through the customer journey (enquiry to CCC) are timely, written in simple language and support a positive and efficient experience.
  - Enhancing the reputation of the building team locally and nationally towards being considered a high-performing team.
  - Instilling seeds within wider organisation of the benefits of customer-centric service design and upholding customer service standards.

SUCCESS MEASURES/EVALUATION

- No complaints relating to information clarity or consistency.
- Number of trouble-shooting calls to customer service.
- Volume of 'constructive' feedback highlighting valid areas of improvement of customer experience.
- Survey results show improved experience of dealing with Council building team when repeated in July 2025
- Number of compliments on improvements experienced by service users.

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RISKS AND MITIGATIONS

Risk	Mitigation
Report and plan seen as 'lip service' by sector	Show evidence of change at external forums and via newsletter.
Momentum declines	Regular opportunities for feedback from stakeholders to either show the case for continued effort or see the reward.
Resistance to change within team.	Work in partnership with Carl Hopgood (ext. facilitator) to weave brand values into the team's 'why' Involve team in agreeing service 'promise'. Understand driver of resistance and address via the appropriate channel (e.g. fear of litigation due to wording changes)
Inconsistent experience	Socialise Customer Service Policy Define clear KPIs for customer service standards.
Stakeholders unclear on what will change, progress	Sharing of report and implementation plan. Regular updates against plan.
Increased demand for consents reduces level of service and undermines progress	Consider sharing consents dashboard on website to help with understanding when processing is slower (consents lodged, average time to process). Share via building bulletin.

TARGET AUDIENCES

See Appendix 1 for stakeholder analysis

- Internal Stakeholders:**

  - Council Members and Leadership team
  - Building Consents Team
  - Planning and Regulatory departments
  - Strategy & Growth teams
  - Customer Services Team
  - Wider council staff
- External Stakeholders:**

  - Applicants (homeowners, developers, architects)
  - Construction companies and contractors
  - Local community
  - MBIE, IANZ
  - Utilities and infrastructure providers?

KEY MESSAGES

- Commitment to improving the speed and transparency of the building consent process.
- Introduction of new technologies and processes to streamline operations.
- Active collaboration with stakeholders to ensure their needs are met.
- Continuous improvement based on stakeholder feedback.

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CHANNELS

- Council meetings (informal updates to reports)
- Regular meetings of project board and/or monthly updates to Lead Team
- Building unit team meetings/workshops/training
- Stakeholder forums and meetings:
- Feedback mechanisms (survey, compliments & complaints process, service rating)
- Website
- Letters/emails
- Building bulletin newsletter
- Text message (investigate – booking/alerts)
- Pamphlets and signage (customer service centre)
- Customer Service team
- Survey forms/feedback mechanisms
- Media releases
- Social media (LinkedIn, sharing of MR on Facebook)
- Paid advertorial (evidence of change)
- Infokete article

ACTIVITY PLAN

Work has already progressed within the Building Team. This plan focuses on adoption of report and future actions.

Subject to change –communication strategies will be based on feedback throughout project.

When	Tool/Channel	Key Message/CTA	Who
Phase 1 – Preparation for adoption			
By 23 July	Email draft plan to LT	Final feedback, ahead of Council Meeting agenda	John Osh
By 2 Aug	BC team meeting	Share copy of final plan, next steps, Q&A	John & Tony
WB 5 August	Internal Team meetings <ul style="list-style-type: none"><li>- Customer Services</li><li>- Planning &amp; consenting teams</li><li>- Strategy &amp; growth</li></ul>	Brief key teams on Implementation plan, roles, and working together.	John/Tony
By 8 August	Webpage ( <i>hidden</i> )	New webpage with key info and review and implementation docs, feedback methods, and future updates.	Mark/DJ

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Phase 2 – Adoption of Implementation Plan			
1pm 8 August	Webpage (Live)	Link Building Consents page to Review page (make live)	Mark/Rach W
[PM] 8 August	Council meeting	Adoption of plan	John O
8 August	Media release	Following adoption of plan, overview etc.	Nicki H/DJ/Osh
By 5PM 8 August	Letter/Email to database	Noting adoption of the plan and link to location on website, appreciation for input, commitment to change, action to date and next steps	DJ/Osh Rach &
9 August	Infokete	Link to media release, overview of project etc, project contact.	DJ and Hayley
Phase 3 – Communications & Engagement improvements			
12 August	Building Bulletin Survey	Feedback on content and frequency of building bulletin	Rach W/DJ
By 31 August	Mapping of customer journeys	1. Residential and commercial pathways 2. Key Account Services 3. Map pain points 4. Action plan for improvement	DJ/Greg B/Helen M
By 31 August	Templated letters review	Review of content to improve usability, improve efficiency, incorporate customer-centric tone/language	
By 31 September	Website review	Review of content to improve usability, improve efficiency, incorporate customer-centric tone/language	DJ, Mark
By 31 October	Consents collateral review	Review of content to improve usability, improve efficiency, incorporate customer-centric tone/language	DJ, Rach
Feb 2025	Sector update on progress, with check-in survey  - Forum	Discuss project impacts, gather feedback, and address concerns.	DJ, Tony

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	- Email follow-up	Review survey results – as expected?	
As required	Media release Profit story?	Positive stories from implementing changes. Roll out of any significant changes	Nicki H
July 2025	Re-survey key stakeholders	Repeat survey used in review project to enable comparison	DJ. Tony, Rach.
Phase 4 - Stakeholder communication (concurrent with Phase 3)			
(Weekly?) Ongoing	BC unit team meetings	Progress against plan Actions required	Tony M
(TBC frequency) Ongoing	Building Bulletin	Updates on progress against plan plus content as per feedback.	Building Team Leaders, Tony, Rach.
Monthly Ongoing	Key Account Managers Meeting	Review progress of consents, issues, actions and next steps.	Building Team Leaders, Key Account team.
Monthly Ongoing	Monthly Progress Updates – internal memo, team newsletter.	Update against implementation plan Shared to Council Members, LT, Building Consents Team, Planning and Development Departments	
(Quarterly?) Ongoing	Builders Forum	Progress against plan Feedback opportunity – are changes making a difference? Q&A	John O
Quarterly Ongoing	Council oversight of implementation plan	Update on progress in quarterly report to Performance & Monitoring	John O
August 2025	Council update	Report to full council summarising key actions, changes across key metrics and survey results (repeat of survey in report)	John O/DJ
Phase 5 – Project completion			
TBC	Council report	Final Project Report Summary of improvements, outcomes, stakeholder contributions, next steps.	John O/DJ

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TBC	Media release	As above – commitment to maintaining gains and continuing to improve	John O/DJ/Nicki
TBC	Letter/Email to database	As above - commitment to maintaining gains and continuing to improve	John O/DJ/Rach
TBC	Stakeholder Forum	Presentation on outcomes. Discussion on the future ways of working together for continuous improvement.	John O/DJ
TBC	Website page	Archive project page	Mark

KEY CONTACTS

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<b>Official spokespeople</b> Mayor Sandra Hazlehurst GM John O'Shaughnessy	<b>Media statement approvers</b> Technical details: Tony Manunui Lead Team: John O'Shaughnessy
<b>HDC Project Manager/Owner(s)</b> Name: Tony Manunui (Jessie as project admin) Phone: Email:	<b>Project Partner</b> Name: Carley Hopgood Phone: Email:

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## Appendix 1: Stakeholder Analysis - Building Consents Team

By understanding and addressing the needs and influences of these stakeholders, the council building consents team can enhance its effectiveness, foster positive relationships, and ensure the smooth progression of building projects within the community.

### Internal Stakeholders

- **Council Members**
  - **Interest:** Ensuring compliance with local building regulations and standards and maintaining the integrity of growth and development plans.
  - **Influence:** Moderate. MBIE sets building standards, but Councillors influence (and are impacted) by the units' management of risk (liability) and impact on economic growth (relationships/reputation as a development-friendly district and council) through their interpretation and application of the standards.
  - **Needs:** Regular updates on progress, compliance reports, and feedback from the consents team to inform policy-making.
- **Lead Team**
  - **Interest:** Management of organizational risk, reputation, and impact on key objectives across the LTP as well as group activities/services.
  - **Influence:** Moderate, input and contribute to success of implementation plan to achieve the desired outcomes. Some members on project board will have higher levels of influence.
  - **Needs:** Regular updates on progress and opportunities to contribute expertise across relevant recommendations.
- **Building Consents Team:**
  - **Interest:** Efficient processing of building consent applications, adherence to regulations, and maintaining a smooth workflow.
  - **Influence:** High, as they directly handle the applications and interact with external stakeholders.
  - **Needs:** Adequate resources, training, clear guidelines, and support from leadership.
- **Planning and Regulatory Departments:**
  - **Interest:** Coordinated efforts in urban planning and development projects, ensuring building consents align with broader development regulations, policies and objectives. Consistent messaging to external stakeholders on projects.
  - **Influence:** Medium to high, as their input is often necessary for the approval process.
  - **Needs:** Collaboration with the consents team on service/process design to support effective coordination, consistent communications.
- **Strategic & Development Group**
  - **Interest:** Provider of Key Account services, and leaders of key growth and development projects.
  - **Influence:** Medium to high, as their input is often necessary for the approval process.
  - **Needs:** Established ways of working together to support urban growth and development projects and broader strategic goals. Consistent messaging to external stakeholders on projects.

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### External Stakeholders

- **Applicants (Homeowners, Developers, Architects):**
  - **Interest:** Obtaining building consents promptly to proceed with construction or renovation projects.
  - **Influence:** Medium, as their satisfaction and compliance impact the council's efficiency and reputation.
  - **Needs:** Clear information on requirements, timely processing of applications, and ability to provide constructive feedback.
- **Construction Companies and Contractors:**
  - **Interest:** Smooth and predictable consent processes to minimize delays and additional costs.
  - **Influence:** Medium, as their feedback can lead to process improvements.
  - **Needs:** Detailed guidance on compliance, updates on application status, streamlined communication channels and consistency.
- **Local Community:**
  - **Interest:** Ensuring that new buildings and renovations adhere to safety standards and community aesthetics.
  - **Influence:** Medium, as public opinion can influence council decisions and policies.
  - **Needs:** Transparency in the consent process, opportunities for public input, and assurance of safety and compliance.
- **Regulatory Bodies (e.g., MBIE, IANZ, Environmental Agencies):**
  - **Interest:** Ensuring that building projects comply with regulations and standards.
  - **Influence:** High, as their regulations must be met for project approval.
  - **Needs:** Comprehensive documentation and adherence to regulatory standards from the consents team.
- **Utilities and Infrastructure Providers:**
  - **Interest:** Coordination for the integration of essential services (electricity, water, sewage) into new building projects.
  - **Influence:** Low, as their cooperation is essential for project completion.
  - **Needs:** Detailed plans and schedules, clear communication regarding project timelines and requirements.

### Communication and Engagement Strategies

- **Council Reports**
  - Reporting on progress via Performance and Monitoring committee.
- **Project board and Lead Team meetings**
  - Provide monthly or quarterly reports to internal stakeholders including project board and/or Lead Team on the progress, challenges, and achievements of the consents team.
- **Team Meetings**
  - Establish regular team meetings for monitoring team performance standards, sharing information, reviewing actions arising from complaints (e.g. service change) and celebrating compliments and progress against key performance metrics.
- **Workshops and Training:**
  - Where changes to standards or internal practices occur, provide workshops and training sessions for the building consents team to stay updated on regulations, best practices, and new technologies.
- **Public Messaging:**

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- Provide information for new service users (applicants) about the building consent process, requirements, and how to ensure a smooth application via digital channels and the customer services area.
- **Stakeholder Forums and Meetings:**
  - Schedule regular meetings with key external stakeholders like developers, regulatory bodies, and utilities providers to discuss ongoing projects, address concerns, and ensure alignment of goals.
- **Feedback Mechanisms:**
  - Implement feedback mechanisms for applicants and contractors, such as surveys and industry forums, to gather insights and identify areas for improvement. It is important the feedback loop is closed with a response to submitters/participants on findings and actions arising.
- **Communication channels:**
  - Provide daily set times for phone calls with applicants to improve collaboration and communication, improving customer experience and efficiency in the process.
  - Review frequency and content of building bulletin newsletter. Investigation methods for expanding the database of subscribers.
  - Review all website content to reflect customer experience aspirations and improve readability. Investigate 'dashboard' for transparency on current demand and expected processing times.

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Building Advisory Group - Recommendations  
(Based on feedback from the Building Advisory members on 12/07/24)

Category: General / Building Unit

Recommendation	Priority	Description
1	High	Develop a business plan for the Unit that reflects the key objectives, priorities and KPIs that will drive the business.
6	High	Adopt a more risk-based and value-based approach when processing consents and considering RFIs sent to customers/agents, supported by a framework that enables officers to exercise their judgement within.

Category: Staff

Rating

Recommendation	Priority	Description
2	High	Review and amend the Position Descriptions of Managers, Team Leaders, and staff to ensure key objectives and KPIs direct their work.
4	Medium	Invest in the leadership development of Managers and Team Leaders
3	High	Commit to regular, meaningful performance discussions assessing performance against individual's KPIs.
5	Medium	Hold regular all-of-team meetings of the Unit and consider developing other methods of keeping all team members abreast of team performance and relevant issues.

High to low

Category: Financial

Recommendation	Priority	Description
17	High	Develop a robust financial model that underpins the Unit's business plan to:
18	High	Review the Revenue and Financing Policy as it relates to the Unit, at a more granular level, to confirm the appropriate consideration of public and private benefits related to the
19	Medium	Review staff charge-out rates and Unit fees and charges.
21	High	Restructure the Unit's financial reporting so that controllable costs and revenues are identifiable for each team and there is greater accountability for financial performance.
22	Medium	Review the overhead allocation methodology, especially as it relates to Customer Service activities.
20	Medium	Establish a Retained Earnings account for the Unit, so that it is both accountable for the ongoing financial performance of the Unit, as well as providing a buffer for the Unit to operate within, especially in times of economic downturn.

High to low

Category: Customer Service

Recommendation	Priority	Description
11	High	Increase the Unit's customer focus with greater interaction, by telephone and meetings, with customers/agents before and during the processing of consents.
8	High	Transfer responsibility for booking inspections from the Customer Services Team to a team within the Unit that is closely aligned to the Inspections Team Leader.
23 *	High	Reduce the nature and extent of peer reviews of consents to better reflect the risk profile of the customers/applications and the competency of staff involved.
9	High	Increase monitoring of key service delivery targets and have performance exceptions flagged in the processing phase ensuring all consents are processed as quickly as possible – the Unit should seek to process at least 95% of consents within statutory timeframes and, on average, in 11 working days.
12 *	High	Survey customers periodically, along other initiatives such as regular meetings with key customers, to gain insights regarding the Unit's performance and opportunities for improvement.
13	Medium	Review the frequency and content of customer bulletins and advice notices
14	Medium	Review the customer complaints and compliment process to define response timeframes and determine 'learnings' that follow any investigations and continuously improve systems and procedures based on the learnings.

High to low

Category: Technical

Recommendation	Priority	Description
10	Medium	Develop a digital dashboard that captures key performance indicators and ensure this is visible to all Managers and staff members.
7	Medium	Develop a risk register for the Unit that captures key risks and opportunities, and report periodically to elected members on any actual or potential litigation.
15	Medium	Review how well pre-application processes are working for Council units and developers.
27	Medium	Develop localised flood modelling that more accurately determines flood levels and flows to give greater confidence to the location and finished floor levels of new buildings.
25	Medium	Develop a Compliance Management Framework, preferably in conjunction with neighbouring Councils.

High to low

24	Medium	Review and develop processes and procedures to support the Unit’s statutory functions.	
16	Medium	Explore, with other Councils, new ways of working together, whether that is a regional building unit, or forming a ‘cluster’ that develops consistent approaches to working together and making it easier for customers who work across district boundaries.	
26	Medium	Adopt a text push service, or similar, for customer engagement around annual BWOFs reminders and follow up, and other activities like booking inspections of pool barriers.	