

Thursday, 25 July 2024

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Performance and Monitoring Committee Meeting

Kaupapataka

Agenda

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

Te Wā:
Time: **9.00am**

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

Te Hoapā:
Contact: **Democracy and Governance Services
P: 06 871 5000 | E: democracy@hdc.govt.nz**

Te Āpiha Matua:
Responsible
Officer: **Deputy Chief Executive - Bruce Allan**

Performance and Monitoring Committee – Terms of Reference

Fields of Activity

The purpose of the Performance and Monitoring Committee is to ensure consolidated and complete reporting and monitoring of all financial and non-financial information and performance measures against the Annual Plan, Long-Term Plan and Council Strategies, Goals and Priorities.

Membership

- Mayor and 15 Councillors.
- Chair appointed by Council.
- Deputy Chair appointed by Council.
- 1 Rural Community Board member (non-Councillor) appointed by Council.
- 1 Heretaunga Takoto Noa Māori Standing Committee Member appointed by Council.

Quorum – 9 members

DELEGATED POWERS

- 1) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law or otherwise delegated to another committee) in relation to all matters detailed in the Fields of Activity.
- 2) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law) at any time when the Chief Executive certifies in a report that;
 - a. the matter is of such urgency that it requires to be dealt with; or
 - b. the matter is required to be dealt with, prior to the next ordinary meeting of the Council.
- 3) Monitor the performance of Council in terms of the organisational targets set in the Long Term Plan and Annual Plan – both financial and nonfinancial.
- 4) Monitor operational performance and benchmarking.
- 5) Undertake quarterly financial performance reviews.
- 6) Develop the Draft Annual Report and carry forwards.
- 7) Monitor and review the performance of Council Controlled Organisations and other organisations that Council has an interest in.
- 8) Monitor and review tender and procurement processes.
- 9) Monitor major capital projects.
- 10) Recommend to Council on matters concerning project decisions where these are identified as a result of the committee's project monitoring responsibilities.
- 11) Delegations of powers to sub-committee(s) if so established.
- 12) Writing off outstanding accounts for amounts exceeding \$6,000 and the remission of fees and charges of a similar sum.
- 13) Settlement of uninsured claims for compensation or damages where the amount exceeds the amounts delegated to the Chief Executive.
- 14) Guarantee loans for third parties such as local recreational organisations provided such guarantees are within the terms of Council policy.
- 15) Authority to exercise the Powers and Remedies of the General Conditions of Contract in respect of the Principal taking possession of, determining, or carrying out urgent repairs to works covered by the contract.
- 16) Grant of easement or right of way over Council property.
- 17) Conversion of terminating leases to renewable leases and the settlement of terms except in the case of leases under the Reserves Act.
- 18) Approve insurance – if significant change to Council's current policy of insuring all its assets.
- 19) Consider and approve constitutions and any shareholder agreements for Council Controlled Organisations and other organisations that Council has an interest in.

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Agenda

Koromatua

Chair: Councillor Michael Fowler

Ngā KaiKaunihera

Councillors: Ana Apatu, Marcus Buddo (Deputy Chair), Alwyn Corban, Malcolm Dixon, Damon Harvey, Henry Heke, Kellie Jessup, Tania Kerr, Eileen Lawson, Hana Montaperto-Hendry, Simon Nixon, Wendy Schollum, Heather Te Au-Skipworth and Kevin Watkins

Mematanga:

Membership:

Mayor Sandra Hazlehurst

Hastings District Rural Community Board appointee: Jonathan Stockley (RCB Chair)

Heretaunga Takoto Noa Māori Standing Committee appointee: Vacancy

Tokamatua:

Quorum:

9 members

Apiha Matua

Officers Responsible:

Deputy Chief Executive – Bruce Allan (Lead)

Group Manager: Asset Management - Craig Thew

Group Manager: Strategy & Development – Craig Cameron

Financial Controller – Aaron Wilson

Chief Information Officer – Warren Perry

Te Rōpū Manapori me te

Kāwanatanga

Democracy &

Governance Services:

Christine Hilton (Extn 5633)

Te Rārangi Take

Order of Business

1.0 Opening Prayer – *Karakia Whakatūwheratanga*

2.0 Apologies & Leave of Absence – *Ngā Whakapāhatanga me te Wehenga ā-Hui*

An apology from Councillor Kerr has been received.

At the close of the agenda no requests for leave of absence had been received.

3.0 Conflict of Interest – *He Ngākau Kōnatunatu*

Members need to be vigilant to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to scan the agenda and assess their own private interests and identify where they may have a pecuniary or other conflict of interest, or where there may be perceptions of conflict of interest.

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the relevant item of business and withdraw from participating in the meeting. If a Member thinks they may have a conflict of interest, they can seek advice from the General Counsel or the Manager: Democracy and Governance (preferably before the meeting).

It is noted that while Members can seek advice and discuss these matters, the final decision as to whether a conflict exists rests with the member.

4.0 Confirmation of Minutes – *Te Whakamana i Ngā Miniti*

Minutes of the Performance & Monitoring Committee Meeting held Thursday 9 May 2024.

(Previously circulated)

5.0 Hastings City Business Association 2024-2025 Annual Plan

7

6.0 Havelock North Business Association 2024-2025 Annual Plan

9

7.0 Building Unit Review Implementation Plan July 2024 (Attachment to be circulated separately)

11

8.0 Performance and Monitoring Report for the quarter ended 30 June 2024 **19**

9.0 Minor Items – *Ngā Take Iti*

10.0 Urgent Items – *Ngā Take Whakahihiri*

11.0 Recommendation to Exclude the Public from Item 12 **21**

12.0 Heretaunga House

Thursday, 25 July 2024

Item 5

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Performance & Monitoring Committee Meeting

Te Rārangi Take

Report to Performance and Monitoring Committee

Nā:
From: Kevin Carter, Community Grants and Partnerships Advisor

Te Take:
Subject: Hastings City Business Association 2024-2025 Annual Plan

1.0 Purpose and summary - Te Kaupapa Me Te Whakarāpopototanga

- 1.1 The Purpose of this report is for the Hastings City Business Association (HCBA) to present their 2024-2025 Annual Plan (**Attachment 2**) for the Council to receive and endorse.
- 1.2 Lucinda Parry, General Manager of the HCBA will be in attendance to present the report and speak to the attachments.
- 1.3 The HCBA Draft 2023-2024 Annual Report (**Attachment 1**) is attached to provide context.
- 1.4 The HCBA is a Business Improvement District (BID) which is a partnership between a local authority and a defined local business community to develop projects and services that benefit the trading environment and which aligns with the local authority's objectives.
- 1.5 A BID is supported by a targeted rate, levied on and collected from non-residential properties within the defined boundary, as per the BID Policy.
- 1.6 Officers have reviewed the Annual Plan and believe that this plan compliments the plans HDC has for the Hastings CBD, with each partner having their own clear complimentary plan that align to the same objectives.
- 1.7 Both the HCBA and HDC are working toward the same goals and this split in work programme ensures costs are shared between the general rating base and the businesses within the targeted rate area.
- 1.8 Councillor Harvey and Councillor Schollum support the HCBA Board as Council appointed advisors alongside the Community Grants and Partnerships Advisor.
- 1.9 As per the Draft 2023-2024 Annual Report (**Attachment 1**), the HCBA are expected to achieve their requirements within the Business Improvement District Policy.

2.0 Recommendations - Ngā Tūtohunga

- A) That the Performance and Monitoring Committee receive the report titled Hastings City Business Association 2024-2025 Annual Plan dated 25 July 2024.
- B) That the Committee receive and endorse the Hastings City Business Association 2024-2025 Annual Plan.

Attachments:

1 	2023-2024 HCBA Annual Report	CG-17-4-00134	Under Separate Cover
2 	2024-2025 HCBA Annual Plan	CG-17-4-00135	Under Separate Cover

Thursday, 25 July 2024

Item 6

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Performance & Monitoring Committee Meeting

Te Rārangi Take

Report to Performance and Monitoring Committee

Nā:
From: Kevin Carter, Community Grants and Partnerships Advisor

Te Take:
Subject: Havelock North Business Association 2024-2025 Annual Plan

1.0 Purpose and summary - Te Kaupapa Me Te Whakarāpopototanga

- 1.1 The Purpose of this report is for the Havelock North Business Association (HNBA) to present their 2024-2025 Annual Plan (**Attachment 2**) for the Council to receive and endorse.
- 1.2 Emma McRobbie, General Manager of the HNBA will be in attendance to present the report and speak to the attachments.
- 1.3 The HNBA Draft 2023-2024 Annual Report (**Attachment 1**) is attached to provide context.
- 1.4 The HNBA is a Business Improvement District (BID) which is a partnership between a local authority and a defined local business community to develop projects and services that benefit the trading environment and which aligns with the local authority's objectives.
- 1.5 A BID is supported by a targeted rate, levied on and collected from non-residential properties within the defined boundary, as per the BID Policy.
- 1.6 Officers have reviewed the Annual Plan and believe that this plan compliments the plans HDC has for the Havelock North CBD, with each partner having their own clear complimentary plan that align to the same objectives.
- 1.7 Both the HNBA and HDC are working toward the same goals and this split in work programme ensures costs are shared between the general rating base and the businesses within the targeted rate area.
- 1.8 Councillor Harvey and Councillor Schollum support the HNBA Board as Council appointed advisors alongside the Community Grants and Partnerships Advisor.
- 1.9 As per the Draft 2023-2024 Annual Report (**Attachment 1**), the HNBA are expected to achieve their requirements within the Business Improvement District Policy.

2.0 Recommendations - Ngā Tūtohunga

- A) That Performance and Monitoring Committee receive the report titled Havelock North Business Association 2024-2025 Annual Plan dated 25 July 2024.
- B) That the Committee receive and endorse the Havelock North Business Association 2024-2025 Annual Plan.

Attachments:

1 	2023-2024 HNBA Annual Report	CG-17-4-00136	Under Separate Cover
2 	2024-2025 HNBA Annual Plan	CG-17-4-00137	Under Separate Cover

Thursday, 25 July 2024

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Performance & Monitoring Committee Meeting

Te Rārangi Take

Report to Performance and Monitoring Committee

Nā: John O'Shaughnessy, Group Manager: Planning & Regulatory Services
From: Tony Manunui, Building Consents Manager

Te Take: Building Unit Review Implementation Plan July 2024
Subject:

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

- 1.1 The purpose of this report is for the Committee to consider and adopt the Building Unit Review Implementation Plan, July 2024.
- 1.2 At the Performance & Monitoring Committee meeting on 9 May 2024, the Committee adopted the independent review of the Building Consent unit by Mr Jim Palmer. The report had a specific recommendation in relation to the Implementation Plan:
 - C) *That the Chief Executive brings back, to the next Performance and Monitoring Committee meeting, an Implementation Plan for the recommendations in part A) above.***
- 1.3 With the adoption of the Review Report, the Chief Executive, Building Management and Building staff have taken ownership of implementing the report's recommendations and there is a genuine sense of having a clear positive direction going forward.
- 1.4 The Building Consents Team have already implemented a number of the recommendations made, capturing some of the low hanging fruit and that has already seen improvements from a leadership and customer perspective. Examples of changes made to-date include:
 - Commenced phoning customers when a consent is allocated to a processor to let the client/designer know who they are dealing with specifically;
 - Commenced investing in the leadership development of the Manager and Team Leaders with the first workshop held 5/7/24 and further workshops are planned (recommendation 4);
 - Organised and booked an 'all team' meeting for 11/9/24 (recommendation 5);

- Increased the monitoring and service delivery of building consent processing to ensure statutory timeframes are met 95% of the time. This has now been achieved for several weeks (recommendation 9);
 - Begun developing relationships with other Councils and as a result, Napier City Council are planning to hold the next Building Development Forum (recommendation 16).
- 1.5 It is reassuring to note that there are positive ‘green shoot’ comments from designers that they appreciate this contact, especially where a quick phone call with the designers to seek their approval to amend minor detail on their plans can avoid requests for further information (RFI).
- 1.6 Present performance statistics have improved to the position where all building consents are being processed on average within 10 working days. Compliance timeframes of processing 95% of our consents within 20 working days are now being consistently met. It is acknowledged that this is at a time of reduced activity, but this is allowing staff to embed these improved practices.
- 1.7 A dashboard and monthly report is being developed to present to Councillors, with commentary outlining performance.
- 1.8 As mentioned in this report, the Building Team have taken ownership of the review report and present the attached Implementation Plan (**Attachment 1**) which outlines the “how” with timeframes of the pathway to move the Unit from a ‘good’ Building Consent Authority to become a ‘high’ performing Unit serving its community.
- 1.9 The Building Consents Team, supported by the Council executive are committed to the goals outlined in the plan that will see a high performing unit, focussed on improving customer satisfaction, improved performance which includes robust timeliness targets and an overall target of reducing cost and improving financial sustainability.

2.0 Recommendations - *Ngā Tūtohunga*

- A) That the Performance and Monitoring Committee receive the report titled Building Unit Review Implementation Plan July 2024 dated 25 July 2024.
- B) That progress on the Implementation Plan is monitored by reporting through the Performance & Monitoring Committee as a standing item until implementation is completed.

3.0 Background – *Te Horopaki*

3.1 Overview

With the review completed and the recommendations accepted, staff are committed to the intent of fostering a robust and efficient Building Consent Unit 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 business 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 sustainability, and overall improved operational efficiency.

4.0 Implementation Strategy

4.1 Purpose

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

4.1.2 This document provides a plan for implementation that recognizes the areas for improvement identified by the Building Unit Review prepared by Jim Palmer (April 2024) and subsequently adopted by Council which states:

“The Unit 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”**

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

4.2 The Wider Context

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

4.2.2 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 change of Government which undertook a significant public housing programme led by Kainga Ora and supported by Hastings District Council.

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.

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

4.3 Building Unit Responsibilities

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

4.3.2 The responsibilities of the 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 Unit'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 Unit 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

4.4 Building Advisory Group (BAG)

4.4.1 At the last Building Advisory Group meeting on 7 June 2024 the recommendations from the Building Unit review April 2024 (by Jim Palmer) were discussed and direction was sought from the group. The Building Advisory Group agreed to provide feedback on their priorities.

4.4.2 Following the meeting on 12 July 2024, a draft table of Building Advisory Group recommendations were circulated for a second meeting of the BAG which has resulted in the priorities shown in Attachment 2.

5.0 The “How” of Change

5.1 For the implementation to be successful and to achieve the outcome of becoming a high performance unit, a change in mindset and culture will be needed which will require total involvement and commitment from all members to undertake this change process in an open collaborative manner. This change process is being worked through with a series of workshops and the initial workshop has been well received.

6.0 Contributors to the Implementation Plan

6.1 There have been a wide range of contributors to the development of this implementation plan including in-house support functions, external advisors and the Building Consents Team.

- Building Team
- Building Advisory Group (paragraph on their input)
- Carly Price, Sajer
- Steffi Reeves-Bird, Risk Manager
- David Kelly
- People and Capability
- Marketing & Communications

7.0 Implementation Plan

7.1 The full implementation plan is attached as Attachment 1, with the following table outlining the phases of work, timeframes and the priorities that have been established.

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	LOW		- Building Leadership & Planning	
- Service Delivery & Customer Service				
- Financial Performance & Monitoring				
- Systems				
- TLA			25	
- Responding to Gabrielle			27	
PHASE 4				
January 2026			Monitoring Continuous Improvement	

Attachments:

- | | | | |
|---|---|-------------------|-------------------|
| 1 | Building Unit Review 2024 - Implementation Plan | PRJ24-57-030-0014 | Separate Document |
| 2 | Advisory Group Recommendations 12.07.24 | PRJ24-57-030-0013 | Separate Document |

Placeholder for Attachments 1 and 2

Building Unit Review Implementation Plan July 2024

AND

Advisory Group Recommendations 12.07.24

Thursday, 25 July 2024

Item 8

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council: Performance & Monitoring Committee Meeting

Te Rārangi Take

Report to Performance and Monitoring Committee

Nā:
From: Bruce Allan, Deputy Chief Executive

Te Take: Performance and Monitoring Report for the quarter ended 30
Subject: June 2024

1.0 Purpose and summary - Te Kaupapa Me Te Whakarāpopototanga

- 1.1 The purpose of this report is to present the Performance and Monitoring Report to the Committee for the third quarter of 2023/24 ending 30 June 2024.
- 1.2 The Performance and Monitoring Report and appendices are attached as **Attachment 1** and provide a comprehensive overview of Council's activities.
- 1.3 Note that given the detailed Recovery report will be received by the Strategy and Recovery Committee on August 1st, there is only a high level overview of some Recovery activities included in the Performance and Monitoring report.
- 1.4 Officers are working on an addition to this report which will see the implementation of a report that covers the larger strategic projects and programmes of work. This will be presented to the Committee at the September meeting and then quarterly thereafter.

2.0 Recommendations - Ngā Tūhunga

That the Performance and Monitoring Committee receive the report titled Performance and Monitoring Report for the quarter ended 30 June 2024 dated 25 July 2024.

Attachments:

[1](#) Performance and Monitoring Report Q4 2023-24 CG-17-4-00138 Document 3

HASTINGS DISTRICT COUNCIL

PERFORMANCE AND MONITORING COMMITTEE MEETING

THURSDAY, 25 JULY 2024

RECOMMENDATION TO EXCLUDE THE PUBLIC

SECTION 48, LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

THAT the public now be excluded from the following part of the meeting, namely:

12 Heretaunga House

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

<i>GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED</i>	<i>REASON FOR PASSING THIS RESOLUTION IN RELATION TO EACH MATTER, AND PARTICULAR INTERESTS PROTECTED</i>	<i>GROUND(S) UNDER SECTION 48(1) FOR THE PASSING OF EACH RESOLUTION</i>
12 Heretaunga House	Section 7 (2) (h) The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. Council is in negotiations with the contractor on the delivery of currently yet to be agreed variations..	Section 48(1)(a)(i) Where the Local Authority is named or specified in the First Schedule to this Act under Section 6 or 7 (except Section 7(2)(f)(i)) of this Act.

Item ERROR! REFERENCE SOURCE NOT FOUND.