Terms of Reference

Regulatory Effectiveness and Efficiency Programme

D-2333125

Hamilton City Council
Te kaunihera o Kirikiriroa

1   Purpose

To streamline Council's regulatory functions so they are effective, efficient, transparent and customer-focused, resulting in increased confidence in the quality of Council's regulatory performance and providing certainty and clarity of process to business and community.

2   Scope

Stage 1 of the programme will consist of:

Part A: Assessing the rules and methods framework (including associated standards etc) of the Partly Operative District Plan (PODP) in terms of their efficiency and effectiveness in meeting the objectives and policies in the PODP, and

recommending any potential changes to those rules and methods necessary to serve the Purpose set out in section 1 above.

Part B: Identifying whether there are;

    a)   opportunities for improving the delivery of PODP-related customer processes; and recommending potential changes where appropriate.

    b)   Objectives and policies which could be reviewed in order to better serve the Purpose set out in section 1 above; and

Following completion of Stage 1, other regulatory functions will be selected for assessment, dependent on identified needs or legislative requirements.

3   Stage 1 Objectives

- To ensure greater efficiency, effectiveness and ease of use of the PODP by jettisoning redundant or unnecessary provisions and clarifying other provisions where necessary to achieve the objectives and policies of the plan.
- To improve the delivery of PODP-related customer processes through customer efficiency assessments.

4   Methodology

4.1   Part A: Assessing the efficiency and effectiveness of the rules and methods framework

The methodology for implementing Part A of Stage 1 consists of three workstreams, outlined below, followed by recommendations which will be reported to Council for approval.

Three work streams - Identifying rules and methods that can be eliminated or improved to ensure the planning framework in the PODP is user-friendly and encourages development and innovation, without compromising the PODP's objectives and policies.		
A Formal Monitoring and Evaluation of the PODP (Note 1)	*B Already identified issues and inefficiencies*	*C External Review*
Monitor and determine the extent to which the rules and methods efficiently and effectively achieve the objectives and policies of the PODP.	Review the "live" compilation of inefficient or unclear rules and methods identified by staff during the implementation of the PODP in conjunction with external stakeholders.	A group of external customers/ stakeholders will work in conjunction with staff to determine areas of the plan where an efficiency review will result in the best return for effort.

Identify rules and methods that are creating inefficiencies, resource consent processing delays, and additional processing costs without adding to the achievement of the objectives and policies.	Identify superior alternatives or deletion of identified issues through implementation of PODP.	Rather than undertake an analysis of the entire plan, sections with the greatest scope for improvement will be identified via a stocktake of a selection of resource consents identified via discussions with external stakeholders.
The assessment is to be informed by monitoring and analysis of data collected by Council's consenting team, supplemented by consultation with relevant stakeholders in the development and planning community.	Investigate matters and options through discussion and analysis with input from external experts.	Investigate issues and options through discussion and analysis with input from external experts.

D Recommendations
- Staff will make recommendations to the Task Force (see 6. Project Governance) that the PODP should be amended when evidence demonstrates that existing rules and methods add costs and delay to the planning process without delivering actual resource management or urban planning benefits
- The Task Force will endorse the recommendations on which rules and methods can be amended, replaced or removed from the PODP to improve the efficiency and effectiveness of the PODP in achieving its objectives and policies

E Reporting on Findings
The Task Force will report to Council on the outcomes of the assessment, including any recommended changes to rules and methods in the PODP within twice yearly. This would include discussion of the legislative process required to make any changes to the PODP and related processes. After receiving the report, Council will determine whether to initiate a plan change to address any recommended changes to the rules and methods in the PODP and related processes.

Note 1 - The Monitoring and Evaluation Assessment of the rules and methods in achieving the objectives of a district plan is based on data and evidence-based methodology over a twelve-month period commencing June 2017.

A detailed project plan and timelines will be developed for Part A.

4.2   Part B: Efficiency assessments from a customer perspective

An independent consultant specialising in customer efficiency processes will be appointed to undertake customer process assessments. The methodology for undertaking these assessments will be developed by and approved by the Task Force.

5   Budget – Stage 1

Part A - Project Cost

Project management   **$150,000**

Direct project costs
- Legal support $100,000
- External resources $150,000
- Research and evidence $100,000
- Engagement $50,000
- Internal Costs $100,000

                                                                 $500,000

Part B
- Customer efficiency assessments $120,000

                                                                  $120,000

TOTAL (Est)   **$770,000**

2017/18		2018/19	
Stage 1 – Part A	$325,000	Stage 1 Part A	$325,000
		Stage 1 Part B	$120,000

Note:
- The project costs for Stage 1 will be spread over two financial years as above.
- The internal costs are associated with
    - The secondment of staff to the role of Project Manager
    - Back filling internal secondment
    - Administrative and project management support

- These figures do not include the cost of any plan change processes required to effect changes to the PODP. These figures will form part of the LTP submissions as the scope of the required changes will be known at that stage.

6   Project Governance

Project Task Force

A Task Force will be established to:
- provide guidance and direction to the project team
- resolve strategic and directional issues
- manage high and critical risks for the programme
- make recommendations to Council
- champion the programme and related projects.

The Task Force will have up to 7 members, being:
- The Mayor
- Chief Executive
- GM Infrastructure
- GM City Growth
- Up to three external members.

The Task Force will meet on a monthly basis and report back to Council on a 6-monthly basis.

7   Programme Implementation

7.1   Project Manager (internal to Council)

The Project Manager will:

- act as the internal Council co-ordinator across the various units involved within the planning-related regulatory functions of Council
- be the Council link with the Project Advisor and the Task Force
- provide access to Council information and in tandem with the Project Advisor, manage each of the three stages of the assessment and provide technical expertise
- provide access to information to external stakeholders and lead stakeholder sessions with the Project advisor
- gather feedback from the external stakeholders for analysis in tandem with the Project Advisor
- prepare internal reports to the Task Force for meetings
- prepare reports to Council on recommendations of the Task Force.

7.2   Project Advisor (external to Council)

A project advisor will be appointed to ensure the project takes a "customer point of view". The project advisor will work alongside an internal project manager, external experts and stakeholders to assist in developing:

- identification of required external skills sets as required to fulfil evidential requirements
- technical analysis as per Stages A, B and C (refer Section 2) in tandem with Council , and
- analysis and review of assessment findings with supporting recommendations to the Task Force for reporting to Council.

7.3   Stakeholders

- Iwi
- Property Council and members
- Chamber of Commerce and members
- Master Builders and members
- NZTA and other government agencies eg Housing NZ
- Waikato Regional Council.
- Council Staff
- Other individuals and groups as required

8   Timeframe

It is estimated that the delivery period for Stage 1 will be approximately 18 months. Key milestones and a work schedule will be identified in the project plan.

Recommendations to Council by the Task Force will ultimately need agreement by Council for adoption to the PODP via a formal process.

9   Terms of Reference Review

The terms of reference will be reviewed as required and, at a minimum, every 12 months.