



**Far North
District Council**



AGENDA

Regulatory Compliance Committee Meeting

Tuesday, 11 February 2020

Time: 1.00 pm
Location: Council Chamber
Memorial Avenue
Kaikohe

Membership:

Cr Kelly Stratford - Chairperson
Cr Dave Collard - Deputy Chairperson
Mayor John Carter
Cr David Clendon
Cr Ann Court
Cr Rachel Smith
Cr John Vujcich

REGULATORY COMPLIANCE COMMITTEE - MEMBERS REGISTER OF INTERESTS

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Hon John Carter QSO	Board Member of the Local Government Protection Programme	Board Member of the Local Government Protection Program		
	Carter Family Trust			
Kelly Stratford (Chair)	KS Bookkeeping and Administration	Business Owner, provides book keeping, administration and development of environmental management plans	None perceived	Step aside from decisions that arise, that may have conflicts
	Waikare Marae Trustees	Trustee	Maybe perceived conflicts	Case by case basis
	Bay of Islands College	Parent Elected Trustee	None perceived	If there was a conflict, I will step aside from decision making
	Karetu School	Parent Elected Trustee	None perceived	If there was a conflict, I will step aside from decision making
	Maori title land – Moerewa and Waikare	Beneficiary and husband is a shareholder	None perceived	If there was a conflict, I will step aside from decision making
	Sister is employed by Far North District Council			Will not discuss work/governance matters that are confidential
	Gifts - food and beverages	Residents and ratepayers may 'shout' food and beverage	Perceived bias or predetermination	Case by case basis
Kelly Stratford - Partner	Chef and Barista	Opua Store	None perceived	
	Maori title land – Moerewa	Shareholder	None perceived	If there was a conflict of interest I would step aside from decision making
David Collard (Deputy Chair)	Snapper Bonanza 2011 Limited	45% Shareholder and Director		
	Trustee of Te Ahu Charitable Trust	Council delegate to this board		
David Clendon	Chairperson – He Waka Eke Noa Charitable Trust	None		Declare if any issue arises
	Member of Vision Kerikeri	None		Declare if any issue arises
	Joint owner of family	Hall Road, Kerikeri		

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	home in Kerikeri			
David Clendon – Partner	Resident Shareholder on Kerikeri Irrigation			
Deputy Mayor Ann Court	Waipapa Business Association	Member		Case by case
	Warren Pattinson Limited	Shareholder	Building company. FNDC is a regulator and enforcer	Case by case
	Kerikeri Irrigation	Supplies my water		No
	Top Energy	Supplies my power		No other interest greater than the publics
	District Licensing	N/A	N/A	N/A
	Top Energy Consumer Trust	Trustee	Crossover in regulatory functions, consenting economic development and contracts such as street lighting.	Declare interest and abstain from voting.
	Ann Court Trust	Private	Private	N/A
	Waipapa Rotary	Honorary member	Potential community funding submitter	Declare interest and abstain from voting.
	Properties on Onekura Road, Waipapa	Owner Shareholder	Any proposed FNDC Capital works or policy change which may have a direct impact (positive/adverse)	Declare interest and abstain from voting.
	Property on Daroux Dr, Waipapa	Financial interest	Any proposed FNDC Capital works or policy change which may have a direct impact (positive/adverse)	Declare interest and abstain from voting.
	Flowers and gifts	Ratepayer 'Thankyou'	Bias/ Pre-determination?	Declare to Governance
	Coffee and food	Ratepayers sometimes 'shout' food and beverage	Bias or pre-determination	Case by case
	Staff	N/A	Suggestion of not being impartial or pre-determined!	Be professional, due diligence, weigh the evidence. Be thorough, thoughtful, considered impartial and balanced. Be fair.
	Warren Patteinson	My husband is a builder and may do work for		Case by case

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
		Council staff		
Ann Court - Partner	Warren Pattinson Limited	Director	Building Company. FNDC is a regulator	Remain at arm's length
	Air NZ	Shareholder	None	None
	Warren Pattinson Limited	Builder	FNDC is the consent authority, regulator and enforcer.	Apply arm's length rules
	Kurbside Rod and Custom Club (unlikely)	President NZ Hot Rod Association	Potential to be linked to a funding applicant and my wife is on the decision-making committee.	unlikely to materialise but would absent myself from any process as would Ann.
	Property on Onekura Road, Waipapa	Owner	Any proposed FNDC capital work in the vicinity or rural plan change. Maybe a link to policy development.	Would not submit. Rest on a case by case basis.
Rachel Smith	Friends of Rolands Wood Charitable Trust	Trustee		
	Mid North Family Support	Trustee		
	Bay of Islands Amateur Swimming Club	Committee Member		
	Property Owner	Kerikeri		
	Friends who work at Far North District Council			
	Kerikeri Cruising Club	Subscription Member		
Rachel Smith (Partner)	Property Owner	Kerikeri		
	Friends who work at Far North District Council			
	Kerikeri Cruising Club	Subscription Member		
John Vujcich	Board Member	Pioneer Village	Matters relating to funding and assets	Declare interest and abstain
	Director	Waitukupata Forest Ltd	Potential for council activity to directly affect its assets	Declare interest and abstain
	Director	Rural Service Solutions Ltd	Matters where council regulatory function impact of company services	Declare interest and abstain
	Director	Kaikohe (Rau Marama) Community Trust	Potential funder	Declare interest and abstain
	Partner	MJ & EMJ Vujcich	Matters where council regulatory function impacts on partnership owned assets	Declare interest and abstain

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
	Member	Kaikohe Rotary Club	Potential funder, or impact on Rotary projects	Declare interest and abstain
	Member	New Zealand Institute of Directors	Potential provider of training to Council	Declare a Conflict of Interest
	Member	Institute of IT Professionals	Unlikely, but possible provider of services to Council	Declare a Conflict of Interest
	Member	Kaikohe Business Association	Possible funding provider	Declare a Conflict of Interest

Far North District Council
Regulatory Compliance Committee Meeting
will be held in the Council Chamber, Memorial Avenue, Kaikohe on:
Tuesday 11 February 2020 at 1.00 pm

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1 KARAKIA TIMATANGA – OPENING PRAYER

Whakataka te hau ki te uru,	Get ready for the westerly
Whakataka te hau ki te tonga.	And be prepared for the southerly.
Kia mākinakina ki uta,	It will be icy cold inland,
Kia mātaratara ki tai.	And icy cold on the shore.
E hī ake ana te atākura he tio,	May the dawn rise red-tipped on ice,
he huka, he hauhunga.	On snow, on frost.
Haumi e! Hui e! Tāiki e!	Join! Gather! Intertwine!

2 APOLOGIES AND DECLARATIONS OF INTEREST

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

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a Member thinks they may have a conflict of interest, they can seek advice from the Chief Executive Officer or the Team Leader Democracy Support (preferably before the meeting).

It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

3 DEPUTATION

No requests for deputations were received at the time of the Agenda going to print.

4 INFORMATION REPORTS

4.1 BUILDING CONSENTS AUTHORITY REGULATORY COMPLIANCE UPDATE

File Number: A2826401

Author: Trent Blakeman, Manager - Building Services

Authoriser: Dean Myburgh, General Manager - District Services

PURPOSE OF THE REPORT

To provide the Regulatory Compliance Committee with an update on the current state of the Building Consents Authority's compliance with the statutory time frames relating to compliance with the Building (Accreditation of Building Consent Authorities) Regulations 2006, (the Regulations).

EXECUTIVE SUMMARY

In 2019 the Building Consents Authority (BCA) experienced its lowest compliance figures for the building consent statutory time frame, with November and April showing the lowest percent at 23% and 24% respectively, and with the highest for the year topping out at 65.61%.

A change in leadership of the Building Consents Authority (BCA) occurred in April/May of 2019 which, together with a higher level of support for the Building Consents Authority (BCA), resulted in a steady return to compliance with the statutory time frames.

With the current compliance performance, it is expected that the Building Consents Authority (BCA) will maintain full compliance in a customer-focused manner.

RECOMMENDATION

That the Regulatory Compliance Committee receives the report Building Consents Authority Regulatory Compliance Update.

BACKGROUND

The Building Act 2004 (section 212) states:

212 Territorial Authority must act as Building Consent Authority for its district

- (1) A territorial authority must perform the functions of a building consent authority within its district, and for any coastal marine area (within the meaning of the Resource Management Act 1991) adjacent to its district that is not within the district of another territorial authority, in relation to:
 - (a) any application for a building consent made to the territorial authority; and*
 - (b) any building consent granted under that application.**
- (2) Subsection (1) does not apply in the case of dams.*
- (3) A territorial authority must, in performing its functions as a building consent authority, provide to Fire and Emergency New Zealand, a copy of every application for a building consent of a kind specified by notice under section 46.*
- (4) Subsection (1) -
 - (a) is subject to the territorial authority's power to transfer, under section 233, any or all its functions, duties, or powers under this Act to another territorial authority; and*
 - (b) does not apply to any function so transferred by the territorial authority.**

As Far North District Council (FNDC) is a Territorial Authority (TA) we also have a Building Consent Authority (BCA). The Building (Accreditation of Building Consent Authorities) Regulations 2006 (the Regulations) set the basis for the operation of the BCA. The BCA is audited on their compliance with these regulations every two years (under the normal cycle),

International Accreditation New Zealand (IANZ) has been appointed by the Ministry for Business, Innovation and Employment (MBIE) as the accreditation body that undertakes accreditation assessments against the requirements of the Building (Accreditation of Building Consent Authorities) Regulations 2006 (the Regulations). These requirements are further detailed in MBIE's regulatory guidance for Building Consent Authorities (BCA), and Accredited Organisations (AO) accredited under the Regulations.

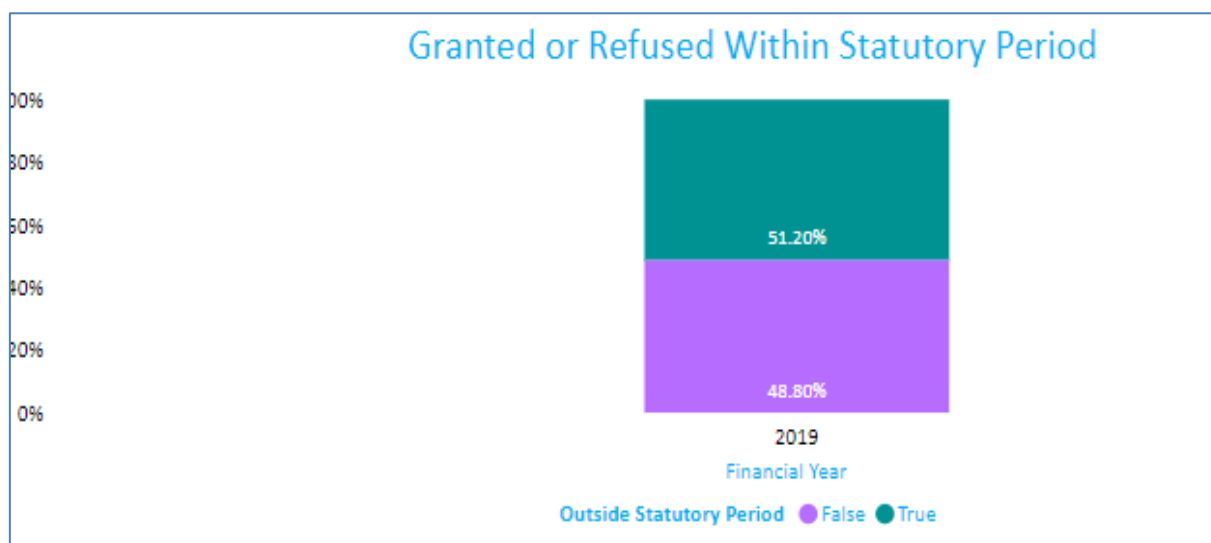
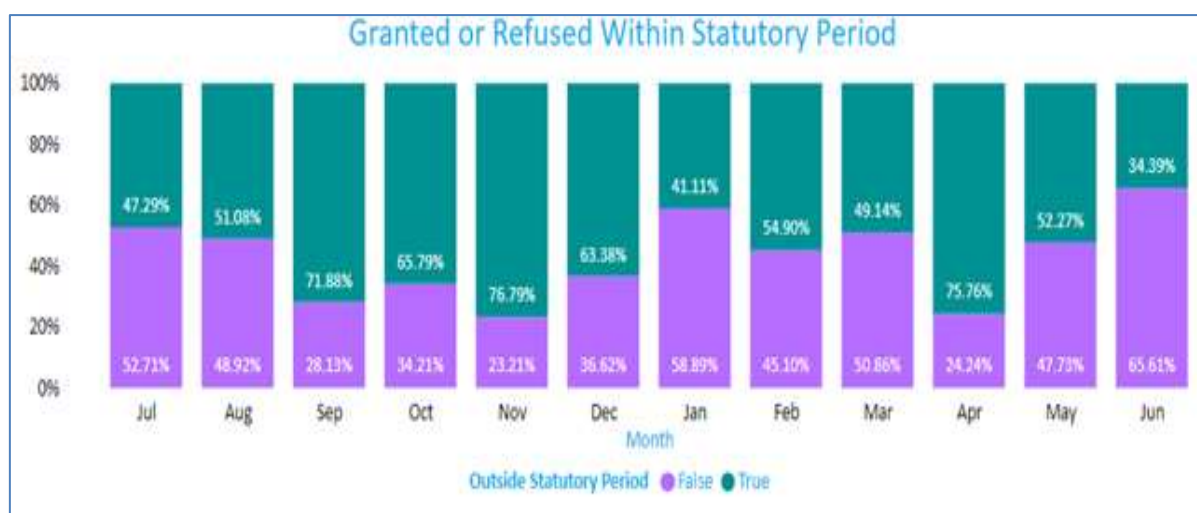
One of the metrics used to measure the performance of the BCA function is its ability to perform certain tasks within a statutory time frame (20 days). This is one of the few metrics that can be measured without the need for Audit. The timeframes relate to processing of Building Consents and issue of Code Compliance Certificates (CCC's).

These are currently measured using the Business Intelligence system (BI). Extracts from the BI system will be used to report on the BCA's current compliance with these time frames.

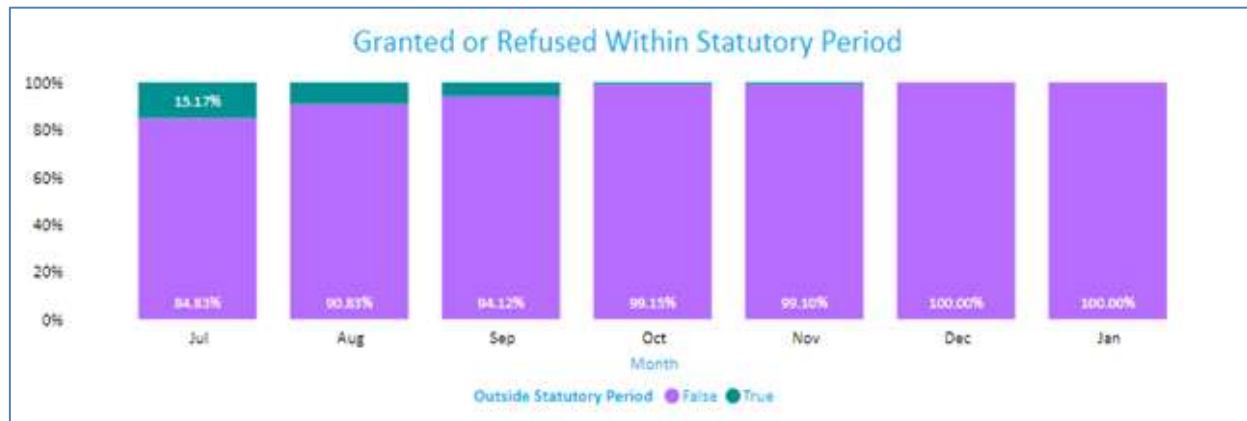
DISCUSSION AND NEXT STEPS

For comparison, the following slide shows the compliance with the 20-day timeframe for issuing Building Consents for the 2019 financial year. Overall, the BCA performed poorly which resulted in the FNDC's BCA being placed on a high-risk watch list with the Ministry of Business Innovation and Employment (MBIE). This resulted in a focus on more frequent audits by IANZ. The BCA's current status with accreditation will be reported to the Assurance, Risk and Finance Committee.

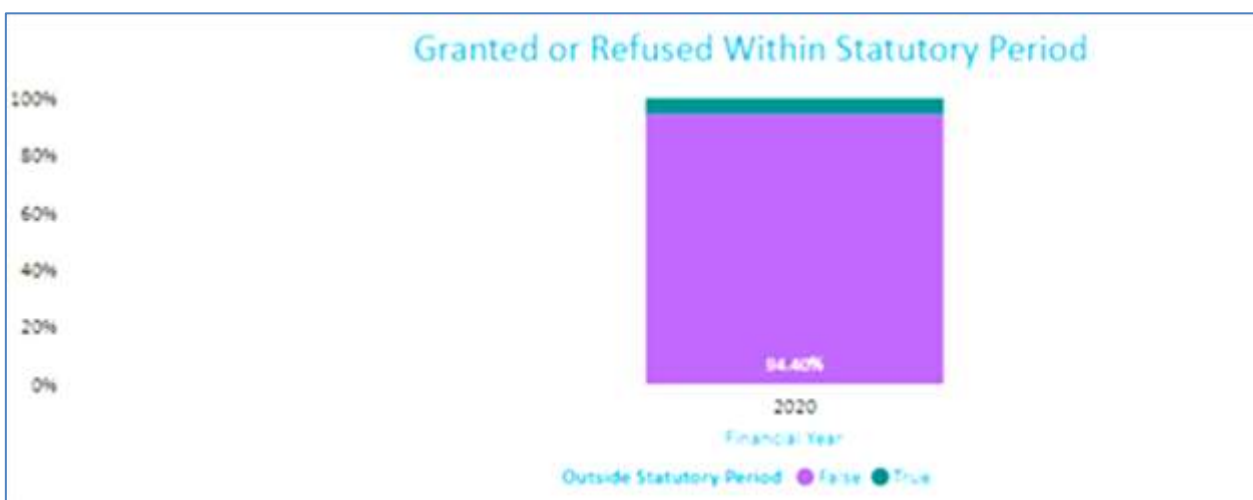
20-day Compliance (2019) Building Consents:



The following slide is the current year's status to date, which has shown a steady improvement to full compliance with the regulations. At 100% for both December and January, we expect this trend to continue.

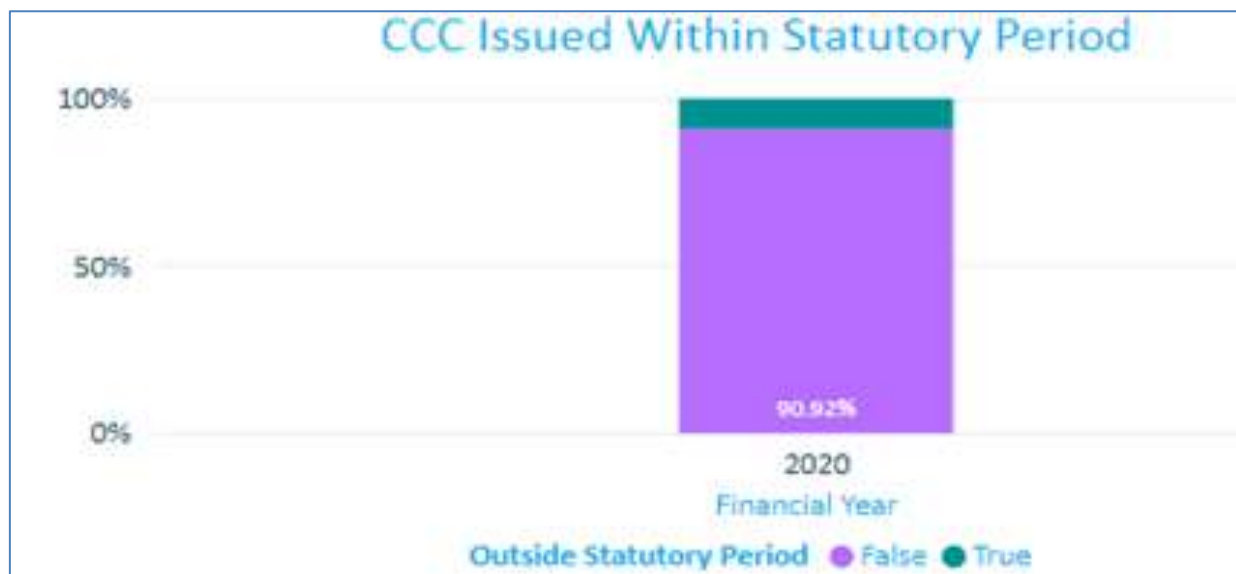
20-day Compliance (2020) Building Consents:

The 2020 year overall is currently 94.40% compliant with the Regulation and it is expected that the CEO's KPI of 95% will be met before years end.

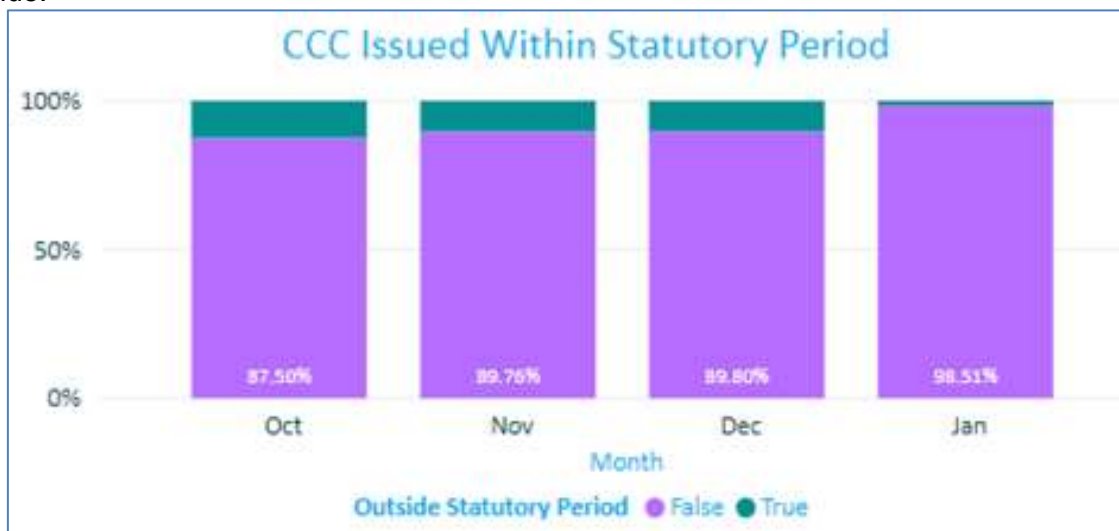


The current CCC compliance rate is 90.92% which is largely due to clearing a major back log of CCCs which has been now cleared; it is expected that by years end, this will improve as well.

The current CCC process still involves manual inputs, which takes time and allows for human error. The introduction of online services will mean the CCC process will become more streamlined, reducing time to process CCCs, resulting in a higher compliance rate.



The following graph shows a steady improvement in the compliance rate which is expected to continue.



The challenge, going forward, will be the rebuilding of in-house capacity and competence and transitioning away from contractors. This will add to the capacity of the BCA and ensure that non-compliances, staff movements and fluctuations in the market can be pro-actively managed.

Current Unissued Building Consents	Current Unissued Code Compliance Certificates
28 January 2020	28 January 2020
<div>0</div> <div>18</div> <div>111</div>	<div>3</div> <div>6</div> <div>115</div>

The above traffic lights indicate the status of building consents in relation to statutory day compliance (green 0-15 days, amber 15-20 days and red >20 days).

The focus has been on clearing the red light. At the time of this report only one of three CCCs shown were non-compliant. The aim is to clear consents all the way to the green light and manage the system in the amber light only; this will allow a 5-day buffer, with a lesser likelihood of non-compliance.

FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

Nil

ATTACHMENTS

Nil

4.2 RESOURCE CONSENTS PROCESS RENOVATION PROJECT UPDATE (VISION 20/20)

File Number: A2826865

Author: Katie Waiti-Dennis, Special Projects Environmental Services

Authoriser: Dean Myburgh, General Manager - District Services

PURPOSE OF THE REPORT

To provide an update on the Resource Consents Process Renovation Project (Vision 20/20).

EXECUTIVE SUMMARY

Council received notice from the Minister for the Environment advising that FNDC were the worst performing Council in the country for resource consent processing. This led to the launch of a Resource Consents Process Renovation Project: Vision 20/20. The project aims to improve efficiencies in the resource consents process and lift statutory compliance levels. There are 7 key project milestones to be delivered by April 2020.

Preliminary benchmarking against a high performing Council has been conducted and highlights the key to optimum performance is adequate staffing. 36 process improvements have been catalogued and will be considered and potentially adopted as part of Vision 20/20.

Performance levels have seen an increase by 21% and this rate continues to climb as the team start to realise some of the improvement initiatives delivered through Vision 20/20.

RECOMMENDATION

That the Regulatory Compliance Committee receive the report Resource Consents Process Renovation Project Update (Vision 20/20).

BACKGROUND

The Far North has seen a surge in development across the district. This has driven up the number of resource consent applications, coupled with recruitment and process issues this has been challenging for the resource consents team.

In July 2019, the Minister for the Environment wrote to the Chief Executive Officer for FNDC about Council's declining compliance rate. The Minister confirmed Council processed 33% of resource consents within statutory timeframes, the worst in the country. The Minister expressed concern over the low rate of compliance and encouraged Council to continue in its efforts to improve timeliness.

In October 2019, Vision 20/20: The Resource Consents Process Renovation Project was launched and will deliver on 7 key milestones around process and systems renovation by April 2020. Vision 20/20 is the resource consents process renovation project aimed at improving efficiencies and the effectiveness of the resource consents process from start to finish. At the same time, we want to improve the systems we use, all with an aim to lift our statutory compliance levels.

Vision 20/20 is part of the Customer and Digital Transformation Programme and will dovetail other customer and digital projects already in play. We have earmarked other initiatives around resourcing and recruitment to supplement this project.

DISCUSSION AND NEXT STEPS

A team of delegates from FNDC visited Christchurch City Council (CCC) to preview their resource consenting process. CCC are a high performing Council issuing 2317 resource consents at a

decision issue rate of 99% within statutory timeframes compared to FNDC's 1280 consents at 57%.

Preliminary results show the key difference between FNDC and CCC is their staffing model. CCC are resourced for high performance with each planner processing 46 consents per year compared to the 128 consents per year processed by FNDC planners, nearly 3 times as many.

There were 36 lessons learnt from the CCC visit which have been catalogued based on ease of implementation and innovation. Most of these will be considered and potentially adopted as part of Vision 20/20.

Vision 20/20 is currently focused on increasing efficiencies in process. A review of the staffing model is currently out of scope for this project. Further analysis is underway to confirm the maximum amount of time saved based on process efficiencies. This will provide the basis for a recommendation regarding an adequate staffing model to achieve high performing status.

With an increased focus on resource consents, we are now tracking at an improvement rate of 21% and this continues to climb. By April 2020, we will finish up with a streamlined process that takes full advantage of the systems we currently use. Afterwards, we will then have room to look at resourcing and see how we can compliment the process improvements realised through Vision 20/20.

FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

To date there have been no project costs. Negotiations are underway to acquire additional resource to provide technical expertise and support in delivering key milestones. Ideally, these resources will be sourced internally. Alternatively, an external service provider will be engaged, and costs attributed to operational expenditure.

ATTACHMENTS

Nil

4.3 STRATEGIC CUSTOMER COMPLIANCE FRAMEWORK

File Number: A2828119

Author: Darren Edwards, Manager Environmental Services

Authoriser: Dean Myburgh, General Manager - District Services

PURPOSE OF THE REPORT

To provide the Regulatory Compliance Committee with an overview of the recently-approved Strategic Customer Compliance Framework.

EXECUTIVE SUMMARY

Council, through its District Services Group, provides advice and guidance whilst delivering compliance, monitoring and enforcement of environmental law across the district. To assist in the delivery of these services, the *Strategic Customer Compliance Framework* is seen as the cornerstone in the delivery of these key services (*Attachment 1*).

While the key driver for adoption of this framework is to advance compliance, monitoring and enforcement of environmental law, Council's regulatory responsibilities extend much wider than this. This framework has been tailored to meet Council's needs whilst, at the same time, understanding the Regional Compliance Monitoring, Incident Response and Enforcement Guidelines used by the Northland Regional Council. The framework will act as a guide for a wide range of compliance, monitoring and enforcement activities which reflects this wider purpose.

The purpose of this document is to provide that overarching framework.

RECOMMENDATION

That the Regulatory Compliance Committee receive the report Strategic Customer Compliance Framework.

BACKGROUND

In 2017 Council participated in the Local Government New Zealand CouncilMark programme where we were assessed against 4 categories:

1. Governance, leadership and strategy
2. Financial decision-making and transparency
3. Service delivery and asset management
4. Communicating and engaging with the public and business

A key finding as an area for improvement within Service Delivery and Asset Management was:

"The Council would benefit from developing an enforcement strategy to more effectively prioritise its resources."

As a result of this recommendation, the Strategic Customer Compliance Framework was developed.

This document provides a robust framework that can be shared and applied across the district, providing opportunities for Council to effectively focus resources on important compliance priorities. It also allows for consistent approaches, the lack of which have been highlighted as limiting the collective effectiveness of Local Government.

The Strategic Customer Compliance Framework (SCCF) will assist Far North District Council in developing a consistent approach to:

- monitor compliance (what is the state of compliance)

- encourage compliance (achieving the highest levels of compliance)
- deal with non-compliance (using enforcement tools to bring about behaviour change)
- review each of these components (to gauge the effectiveness of the SCCF)

Figure 1 shows the different elements of the SCCF and how they relate. There are three major components to the SCCF:

1. Monitoring – this includes developing strategic programmes
2. Encouraging Compliance – using a proactive model
3. Non-Compliance – using enforcement tools to deal with incidents of non-compliance

Monitoring and encouraging compliance employs a risk-based approach in its execution (it prioritises resources based on risk) and deals with non-compliance using a ‘toolbox’ of enforcement tools. A key component of the SCCF is the requirement to report and review.

Figure 1: Elements of a Strategic Customer Compliance Framework



DISCUSSION AND NEXT STEPS

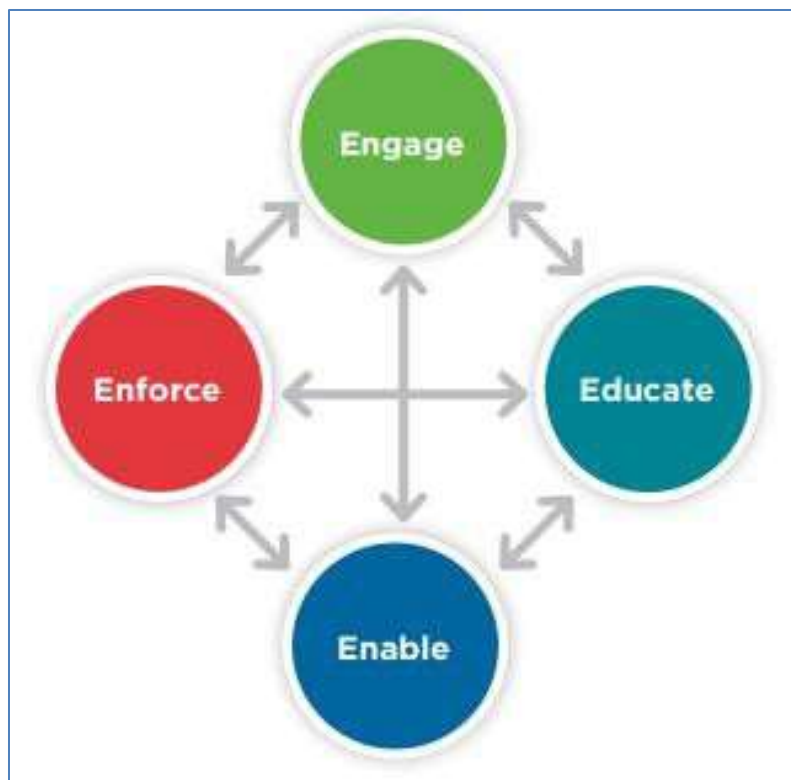
Council have varied levels of experience, resourcing challenges, limited systems and processes impacting on the ability to achieve compliance consistently. In many instances we are providing a reactive response to complaints.

Applying a structured approach to ensure that others are compliant, enables Council to focus compliance related programmes and interventions on the most ‘important problems’ – based on a range of risk factors.

In doing so, Council will focus on encouraging compliance, taking a comprehensive approach to deliver high levels of compliance through developing understanding and sustained behaviour change.

The 4Es Model outlines the four components of the approach: Engage, Educate, Enable and Enforce.

Figure 2: The 4Es



Regardless of who has responsibility for implementing each component of the model, it is vital that they are co-ordinated, and that a high level of communication is maintained to ensure that full effect is being achieved.

This focused approach will allow Council's Compliance activities to be delivered in a more deliberate, risk-based manner.

FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

Nil

ATTACHMENTS

1. **2019-12-20 Compliance Strategic Framework - Final - A2836487** [↓](#)



**Strategic
Customer
Compliance
Framework**

January 2020

Far North District Council

Te Kaunihera o Tai Tokerau ki te Raki

5 Memorial Avenue

Private Bag 752

Kaikohe 0440

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PURPOSE AND OVERVIEW

This document sets out a Strategic Customer Compliance Framework (SCCF) to assist Far North District Council in developing a consistent approach to:

- monitor compliance (i.e. what is the state of compliance)
- encourage compliance (i.e. achieving the highest levels of compliance)
- deal with non-compliance (i.e. use of enforcement tools to bring about behaviour change)
- review each of these components (i.e. to gauge the effectiveness of the SCCF)

Figure 1 shows the different elements of the SCCF and how they relate. There are three major components to the SCCF:

1. **Monitoring** - this includes developing strategic programmes
2. **Encouraging Compliance** – using the proactive 4Es model (refer page 10)
3. **Non-Compliance** – using enforcement tools to deal with non-compliance.

Monitoring and encouraging compliance employs a risk-based approach in its execution (it's about prioritising resources based on risk) and dealing with non-compliance using a 'toolbox' of enforcement tools. A key component of any SCCF is the requirement to report and review.

Figure 1: Elements of a Strategic Customer Compliance Framework



Principles to guide compliance operations

The implementation of a Strategic Customer Compliance Framework will adopt the following operating principles. These principles should guide how we develop strategic compliance programmes:

Transparent

We will provide clear information and explanation to the regulated community about the standards and requirements for compliance.

Consistency of process

Our actions will be consistent with the legislation and within our powers. Compliance and enforcement outcomes will be consistent and predictable for similar circumstances. We will ensure that our staff have the necessary skills and are appropriately trained, and that there are effective systems and policies in place to support them.

Fair, reasonable and proportional approach

We will apply regulatory interventions and actions appropriate for the situation. We will use our discretion justifiably and ensure our decisions are appropriate to the circumstances and that our interventions and actions will be proportionate to the risks posed to people and the environment and the seriousness of the non-compliance.

Evidence based, informed

We will use an evidence-based approach to our decision-making. Our decisions will be informed by a range of sources, including sound science, information received from other regulators, members of the community, industry and interest groups.

Collaborative

We will work with and, where possible, share information with other regulators and stakeholders to ensure the best compliance outcomes for our region. We will engage with the community and consider public interest, those we regulate, and government to explain and promote environmental requirements, and achieve better community safety and environmental outcomes.

Lawful, ethical and accountable

We will conduct ourselves lawfully and impartially and in accordance with these principles and relevant policies and guidance. We will document and take responsibility for our regulatory decisions and actions. We will measure and report on our regulatory performance.

Targeted

We will focus on the most important issues and problems to achieve the best environmental outcomes and on those that pose the greatest risk to the community. We will apply the right tool for the right problem at the right time.

Responsive and effective

We will consider all alleged non-compliance to determine the necessary interventions and action to minimise impacts on the environment and the community and maximise deterrence. We will respond in an effective and timely manner in accordance with legislative and organisational obligations.

INTRODUCTION

The Far North District Council (FNDC) through its District Services Group provides advice and guidance whilst delivering compliance, monitoring and enforcement (CME) of environmental law across the region. To assist in the delivery of these services the *Strategic Compliance Framework* is seen as the cornerstone to the strategy in the delivery of these key services. (It should be noted this document also incorporates the Ministry for the Environment's - *Best Practice Guidelines for Compliance, Monitoring and Enforcement*).

While the key driver for adoption of this strategy is to advance compliance, monitoring and enforcement of environmental law, the FNDC regulatory responsibilities extend much wider than this. Therefore this strategy has been tailored to meet Council's needs whilst at the same time understanding the Regional Compliance Monitoring, Incident Response and Enforcement Guidelines used by the Northland Regional Council. The strategy will act as a guide for a wide range of CME activities which reflects this wider purpose.

Local Government in New Zealand is responsible for ensuring compliance with a variety of laws and regulations that are aimed at achieving positive community and environmental outcomes. A key component of this is carrying out compliance monitoring, and responding to notifications of potential breaches or incidents. This role triggers a range of associated interventions to ensure that individuals and organisations adhere to these rules and regulations for the 'public good'.

Applying a strategic approach to ensuring others are compliant enables councils to focus their compliance related programmes and interventions on the most 'important problems' – based on a range of risk based factors.

FNDC have varied experience levels, resourcing challenges, limited systems and processes impacting on the ability to achieve compliance consistently. In many instances we are providing a reactive response to complaints.

There has been no overarching, robust framework that can be shared and applied across the district. The absence of such a framework not only reduces opportunities for Council to effectively focus resources on important compliance priorities, but also allows for inconsistent approaches which has been highlighted and criticised, limiting the collective effectiveness of Local Government. The purpose of this document is to address the absence of an overarching framework.

DEVELOPING A STRATEGIC COMPLIANCE MONITORING PROGRAMME

As part of the monitoring component of the SCCF, a Strategic Compliance Monitoring Programme ensures that the appropriate resources are allocated to activities by determining the monitoring frequency and intervention method, dependant on the risk to the environment, community and individuals from that activity.

This programme will include:

- The use of criteria to assess the likelihood and consequences of non-compliance occurring including;
 - Council priority areas
 - Community and tāngata whenua expectations
 - Sensitive or endangered environments
- Determining a compliance monitoring priority list appropriate to each TLA
- Determining type/level of intervention according to risk profile.
- Determining resourcing to match combination of interventions that apply.
- Determining monitoring frequencies.
- Developing procedures, charging regime, database recording system.

Compliance monitoring methods

Compliance monitoring can be carried out in various ways including:

- **Site visits** - to assess compliance, at a moment in time, against consent / licence conditions and rules E.g. Controlled Purchase Operation
- **Desk top audit** - based on data provided by the consent / licence holder.
- **Patrolling** – to proactively monitor areas or activities e.g. Parking, Animal Management
- **Inspections** – to check compliance with consents / licenses e.g. building, Food Act 2014
- **Community reports, complaints or notifications** – feeds into the risk assessment and frequency of interventions.
- **Pro-active campaigns** – targets particular activity types

Prioritise resources using a risk based methodology

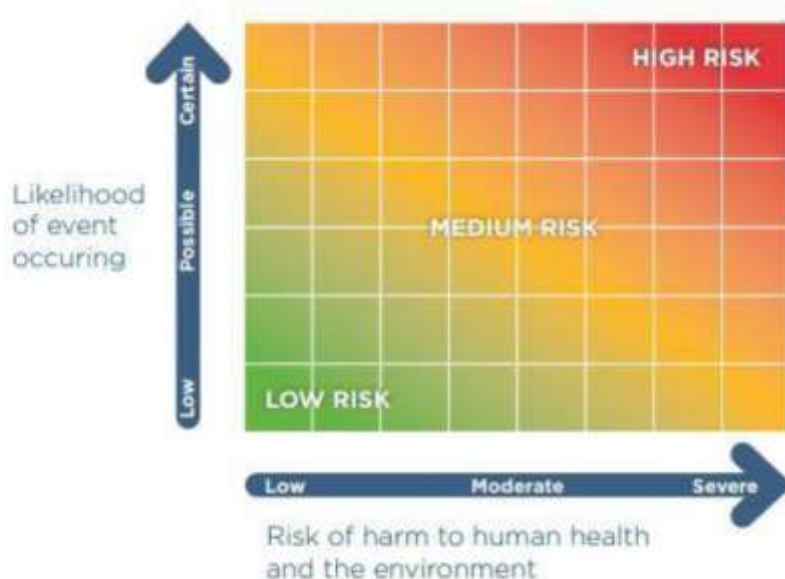
The most common and effective way to set up a compliance monitoring programme is to use a risk assessment method to determine priority areas. The Government expects that 'Departments...will maintain a transparent, risk-based compliance and enforcement strategy'¹.

¹ New Zealand Productivity Commission. Regulatory institutions and practices 201

In the context of compliance monitoring, risk is traditionally calculated using the likelihood of a non-compliance occurring and the consequent magnitude of harm to human health and the environment (including cultural, social and economic effects). The ranking/level of risk calculated informs development of an appropriate compliance monitoring response that considers the appropriate frequency, type and scale of monitoring.

Applying a risk based approach enables monitoring efforts to be focussed on the biggest risks to the environment and community and target areas where businesses and people are less likely to comply. It is important to remember that a risk matrix should be used for focusing monitoring efforts and is not an enforcement decision making tool.

Figure 2: Generic Risk Matrix

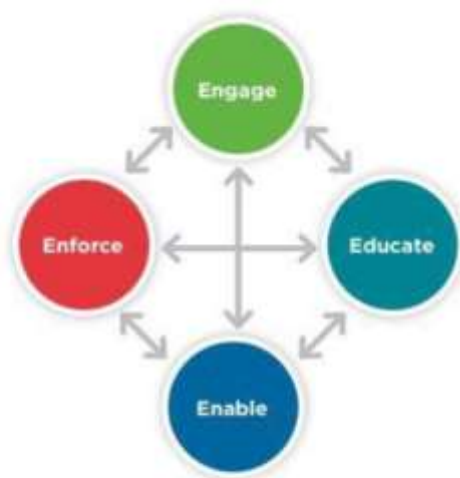


ENCOURAGING COMPLIANCE

It is important to take a comprehensive 'spectrum' approach to encourage the highest levels of compliance through developing understanding and sustained behaviour change.

The 4Es Model² is a helpful way of displaying the four components that a comprehensive strategy should have. The 4Es: Engage, Educate, Enable and Enforce are not exclusive of each other. It is recognised that different components of the model may be carried out by different parts of an organisation. Regardless of who has responsibility for implementing each component of the model it is vital that they are coordinated and a high level of communication is maintained to ensure that full effect is being achieved.

Figure 3: The 4Es



The resource and emphasis put into any one "E" will be determined by an individual council or part of the council responsible for ensuring compliance with a particular activity. It may be that councils put more emphasis on different components over time and that the use of the 4Es is dynamic and changes, but in a coordinated and planned fashion. Each of the components is explained in more detail:

Engage – consult with regulated parties, stakeholders and community on matters that may affect them. This will require maintaining relationships and communication until final outcomes have been reached. This will facilitate greater understanding of challenges and constraints, engender support and identify opportunities to work with others.

Educate – alert regulated parties to what is required to be compliant and where the onus lies to be compliant. (i.e. with them!) Education should also be utilised to inform community and stakeholders about what regulations are in place around them, so that they will better understand what is compliant and what is not.

² New Zealand Productivity Commission. Regulatory institutions and practices 2014

Enable – provide opportunities for regulated parties to be exposed to industry best practice and for what is required to be compliant. Link regulated parties with appropriate industry advisors. Promote examples of best practise.

Enforce – when breaches of regulation, or noncompliance, are identified then an array of enforcement tools are available to bring about positive behaviour change. Enforcement outcomes should be proportional to individual circumstances of the breach and culpability of the party.

DEALING WITH NON-COMPLIANCE

When non-compliant activities are identified there needs to be an explicit response that is proportionate to the overall circumstances of the offending. The response should be clear, and be able to be understood by the regulated party as well as the community. Councils must strive to ensure that responses are not inconsistently applied.

A proportionate, risk-based compliance strategy

"A successful and cost effective compliance strategy will draw on a range of options for responding to non-compliance. Responses can range from encouraging and assisting an individual or business to comply where the risk presented is minor, to revoking an operating licence and bringing criminal or civil court action in cases of serious risk and deliberate non-compliance."

CCCP – Achieving Compliance; A Guide for Compliance Agencies in New Zealand June 2011; page 172

In the TLA context we have a broad range of enforcement obligations and various enforcement tools available to ensure compliance for each activity undertaken as shown in the table below.

	Verbal Warning	Written Warning	NTF	Infringe	Injunction	Compliance Order	Abatement Notice	Enforcement Order	Court Action
Building	x	x	x	x	x				
Resource Consents	x	x		x			x	x	
Environmental Health	x	x		x	x	x			
Liquor	x	x		x					
Parking	x			x					
Noise	x	x					x		
Animal Management	x	x		x					
District Plan	x	x		x			x	x	
Bylaws	x	x			x				

Taking any kind of enforcement action can have a profound impact on the subject of the action and cannot be taken lightly. Decisions on enforcement action must be based on reliable and correctly obtained information³ so that an informed decision can be made.

³ Adapted from Zaman 2015

This information will not only determine whether a breach has occurred but also how serious the breach is.

Below are two enforcement approaches, the first is specific to the RMA, the second for all other TLA responsibilities.

1. Enforcement options – RMA specific approach

The RMA and case law provide the formal enforcement tools that are available to the Sector. It may be that individual agencies also develop informal tools which can be effective when used appropriately. It will be important to ensure these informal tools are consistent with the principles and purpose of the Strategic Compliance Framework.

Enforcement tools can be categorised into two main functions. **Directive** actions are about looking forward and righting the wrong. **Punitive** actions are about looking back and holding people accountable for what they have done. These actions are described in more detail at Appendix 3.

“... where a regulated entity deliberately or persistently fails to comply, it is vital that the agency take swift and firm enforcement action. Failing to do this will:

- Unfairly advantage those who are noncompliant, as against those who comply voluntarily*
- Undermine incentives for voluntary compliance*
- Damage the agency’s credibility with the regulatory sector and the wider public, who will perceive that the agency allows deliberate offenders to ‘get away with it’*
- Undermine the agency’s own internal morale”*

CCCCP – Achieving Compliance; A Guide for Compliance Agencies in New Zealand June 2011; page 181 14

Decision making – factors to consider

The courts have provided helpful guidelines⁴ as to what factors are appropriate to consider in RMA cases to determine the seriousness of a breach. These factors should be adopted be used to guide their enforcement decision making:

- What are the actual adverse effects that have occurred from the breach?
- What are the likely or potential adverse effects arising from the breach?
- What is the value or sensitivity of the environment affected by the breach?
- Was the breach a result of deliberate, negligent or careless behaviour?
- What degree of care was taken by the culpable party and how foreseeable was the incident?
- What efforts were made by the culpable to remedy or mitigate the effects of the breach?
- How effective was that remediation or mitigation?
- Was any profit or benefit gained from the breach by the culpable party?

⁴ It is expected that the Regional Sector will gather information in keeping with best practise detailed in Basic Investigative Skills for Local Government ISBN 978-0-9876661-9-2

- Is this incident a repeat non-compliance by the culpable party or has previous enforcement action been taken against the party for the same or similar breach?
- Has the culpable party failed to act on prior instructions, advice or notice?

If prosecution is being considered then three additional factors should be considered:

- What degree of deterrence is required in relation to the culpable party?
- What degree of general deterrence is required for the wider industry or community?
- Have the Solicitor General's Prosecution Guidelines prerequisites for prosecution been satisfied?

Not every factor will be relevant every time. On occasion one single factor may be so overwhelmingly aggravating, or mitigating, that it may influence the ultimate decision. It is inappropriate to take a matrix or numerical approach to weighing and balancing these factors. Each case is unique and the individual circumstances need to be considered on each occasion to achieve a fair and reasonable outcome. The discretion to take enforcement action, or not, sits solely with the prosecuting agency⁵.

An example of an RMS Prosecution Policy is included in Appendix 3. This Policy sets out principles and guidelines to follow when deciding whether or not to initiate criminal proceedings for offences under the RMA.

⁵ *Machinery Movers Limited –v Auckland* [1994] 1 NZLR 492 & *Selwyn News Ltd –v- Auckland City Council* HC Auckland CRI –2003-404-159

2. Enforcement options – general TLA approach

When breaches and non-compliance activities are identified, we will respond in a way that is consistent with and proportionate to the overall circumstances of the breach / non-compliance.

Enforcement responses follow a model of voluntary, assisted, directed or enforced compliance (VADE). This model is based on recognised behaviours that guide the delivery of the appropriate intervention. It is suitable for use across all TLA regulatory areas.

An example of an RMS Prosecution Policy is included in Appendix 3. This Policy sets out principles and guidelines to follow when deciding whether or not to initiate criminal proceedings for offences under the RMA.

The VADE model recognises that most people and businesses are willing to voluntarily comply with their regulatory obligations or can be encouraged to do so. Enforcement responses escalate depending on the seriousness of the conduct, extent of the harm and public interest factors.

The table below illustrates this VADE model.

	Description of compliance behaviour	Example	Likely scenario	Likely compliance / enforcement approach
Voluntary	Persons seek to voluntarily comply and be informed about their legal obligations. The activities that they undertake are compliant and cause no related nuisance. Such people know and are aware of their obligations and make every effort to consciously comply.	Undertake consented activities in a careful and considerate manner taking into account the needs of the local community and environment. Ensures swimming pool fencing meets the requirements of the Act.	Most likely	Praise Education / advice where required
Assisted	People are attempting to comply but are uninformed about their legal obligations or responsibilities. They will alter unintentional nonconforming behaviour when educated.	Unintentionally undertakes an activity that contravenes their consent approvals and/or underlying application Minor potential for environmental or community impact	Most likely	Education / advice – verbal and collateral
Directed	People take advantage of the opportunity not to comply with their legal obligations or responsibilities. They know the rules but will take the opportunity to avoid compliance. Likely to challenge Officer requests. May alter behaviour when educated.	Does not always complete required actions in manner agreed because quicker or less costly alternative. Disregards any potential impact for environmental or community impact. Risks for environmental or community impact are medium to high.	Less likely	Education – verbal and collateral Warnings Infringement notices Enforcement order Abatement notice (where 'near miss' for significant environmental breach)
Enforced	People deliberately, and without any regard, undertake non complying activity in breach of known obligations and responsibilities. Recidivist activities. Knows the rules and associated parameters/conditions and has complete disregard for operating within these. Very likely to challenge Officer requests.	Deliberately undertakes non-consented activities; Deliberately Disregards impact for local environment and communities. Risks for environmental or community impact are high.	Least likely	Infringement notice Abatement notice Enforcement order Prosecution (Gross breaches)

REPORTING AND REVIEWING

Reporting

To assist with assessing the effectiveness of the strategy it would be useful to have systems in place to capture sufficient, relevant and comparable data to inform any review.

In relation to the RMA Councils are already required to report on CME functions through the annual National Monitoring System to the Ministry for the Environment.

It may be that there is other information that it would be useful collect to support the scope of the Canterbury Compliance, Monitoring and Enforcement Working Group which includes:

- Establishing regional consistency regarding principles and approach to compliance, monitoring and enforcement
- Sharing advice, guidance, resources and training on compliance, monitoring and enforcement
- Incorporating best practice approaches across the region
- Identifying and addressing emerging issues, risks, limitations and/or barriers

Systems should be in place to capture sufficient data to enable reliable trend based information to inform any review of this strategy.

Reviewing

The purpose of review is to ensure the effectiveness of a SCF, in terms of its individual components and the overall framework. A review of this strategy will be undertaken every three years. To address any operational or implementation issues, ensure the strategy is achieving its purpose and recognise any relevant legislative amendments.

APPENDIX 1: APPLICATION OF A RISK BASED APPROACH

An RMA example

A risk matrix is a front-end tool that can be used to assess the risk of an activity. This assessment impact on the frequency as detailed in the tables below. The factors likely to be relevant to compliance monitoring are:

Factors to assess consequence/harm

- The environmental media involved.
- The impact on the environment from the operation when it operates within the conditions of the consent.
- The impact on the environment when the operation does not operate within the conditions.
- The sensitivity of the local environment, such as the proximity to residential premises or waterways, or areas of cultural significance.

Factors to assess likelihood of non-compliance

- The scale and complexity of the activity
- The historical compliance history of similar activities
- The compliance history of the business or person being regulated

Other factors could include:

- District Plan Priorities
- Science monitoring programme priorities
- National regulations
- Council and community priorities
- Stakeholder priorities to determine

The risk matrix shown in Table 1 (page 20) is a generic example; it can be used to semi qualitatively assess the level of risk associated with different consented activities. The numbers assigned are guideline and can be varied to accommodate individual council's requirements.

Table 1: Risk assessment matrix

		Consequence of Environmental Harm Effect caused by non-compliance				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Likelihood of non-compliance (%)	40+ (5)	Minor	Moderate	Moderate	High	High
	30-40 (4)	Minor	Minor	Moderate	Moderate	High
	20-30 (3)	Low	Minor	Minor	Moderate	Moderate
	10-20 (2)	Low	Minor	Minor	Minor	Moderate
	0-10 (1)	Low	Low	Low	Minor	Minor

Activities that are likely to be compliant, and where the impact of non-compliance is expected to be insignificant or minor, have a low level of risk (green shading). Conversely, activities have a high level of risk (red shading) where non-compliance is more likely, and the impacts of non-compliance may be severe.

The resultant risk score is then used to set the compliance monitoring frequency using Table 2.

Table 2: Monitoring frequency ranges

Risk Score	Monitoring Frequency Ranges
13+	Less than 1 yearly
9-12	1 to 3 years
4-8	3 to 5 years
1-3	Greater than 5 yearly

The compliance monitoring frequencies can also be influenced by national requirements (for example the water regulations) and the nature of the consent conditions; some resource consents will specify a monitoring frequency. In addition some resource consents require the submission and review of various monitoring reports on an annual (or more frequent) basis.

APPENDIX 2: APPLICATION OF THE A VADE BASED APPROACH – A GENERAL REGULATORY EXAMPLE

Enforcement response guidelines

Guiding principles for decision-making on enforcement responses

Decisions regarding the Council's enforcement responses will take into account the attitude towards compliance and be:

- logical, timely and considered
- evidence-based
- made impartially and without fear, favour, bias, prejudice or improper motive
- sufficiently robust and well-documented to withstand judicial review
- proportionate to the risk posed by the non-complaint behaviour, and the attitude towards compliance
- consistent with the law, the public interest, and the Council's strategic objectives

Factors for consideration

Enforcement responses follow a model of voluntary, assisted, directed or enforced compliance (VADE). This model is based on recognised behaviours that guide the delivery of the appropriate interventions.

The factors for consideration are set out below.

Application of these factors requires expertise and experience to be applied in the process of weighing up which compliance tools might be most applicable.

Extent of harm or risk of harm: This includes harm or potential harm to the community and environment. Actions that create risks but do not actually lead to harm occurring can still be serious and require a firm response.

- There is minimal or no harm or risk of harm
- Harm is, or would likely be easily remedied
- Harm is, or would likely be restricted in scale or effect
- There is significant or widespread harm or potential for such harm
- Harm is actually or potentially caused to a vulnerable section of the community / environment

Conduct: Conduct in this context means the behaviours, intent and capability of the person / organisation whose actions are being considered.

- It is first-time or one-off behaviour that is unlikely to be repeated
- The conduct is accidental or resulted from momentary carelessness or the result of a limited understanding of the law
- Mitigating factors exist
- The behaviour is deliberate, reckless or involving consistent carelessness
- The conduct is repeated, ongoing
- There is a serious departure from expected lawful behaviour
- Aggravating factors exist

Public interest: Public interest can be described as something being in the interest of the wider public or of public importance. It is more than simply interest from the public or expectation from the public of action. Considerations include responsibility to victims, the need to clarify the law, and whether the matter at hand reflects a widespread problem that can be usefully addressed by highlighting the need for compliance.

- The conduct occurred some time ago and has ceased
- The legal principles involved are well-established and do not require clarification in court
- A decision not to act would undermine public confidence in the maritime transport system
- or a significant sector within the system
- The conduct involves a new or significant service to a large travelling public
- Action is necessary to clarify a grey area in the law
- Action is necessary to deter others from similar conduct

Attitude to compliance: Typically, the nature of the responses will be informed by, and tailored to, the attitude of individuals or organisations involved towards compliance. This helps ensure that the intervention(s) chosen will have the desired effect. This does not prevent significant action being taken for other reasons, even when attitude is good.

- Willing and able to comply
- Willing but not able to comply
- Reluctant to comply
- Unwilling to comply
- Actively and intentionally non-compliant
- Available enforcement responses

Assessment against the factors above, and attitude to compliance, will support a decision about the best course of action.

There is a range of possible enforcement responses available from: an approach based on information, education and engagement to support and encouraging compliance; to an approach (usually through investigation) that may lead to enforcement interventions such as infringement notices, or other civil or criminal action under applicable law. Multiple interventions may be appropriate and applied together.

The table below reflects the intended method of weighing up the relevant factors and attitude to compliance to determine the appropriate response:




	Description of compliance behaviour	Example	Likely scenario	Likely compliance / enforcement approach
Voluntary	Persons seek to voluntarily comply and be informed about their legal obligations. The activities that they undertake are compliant and cause no related nuisance. Such people know and are aware of their obligations and make every effort to	Undertake consented activities in a careful and considerate manner taking into account the needs of the local community and environment. Ensures swimming pool fencing meets the requirements of the Act.	Most likely	Praise Education / advice where required
Assisted	People are attempting to comply but are uninformed about their legal obligations or responsibilities. They will alter unintentional nonconforming behaviour when educated.	Unintentionally undertakes an activity that contravenes their consent approvals and/or underlying application Minor potential for environmental or community impact	Most likely	Education / advice – verbal and collateral
Directed	People take advantage of the opportunity not to comply with their legal obligations or responsibilities. They know the rules but will take the opportunity to avoid compliance. Likely to challenge Officer requests. May alter behaviour when educated.	Does not always complete required actions in manner agreed because quicker or less costly alternative. Disregards any potential impact for environmental or community impact. Risks for environmental or community impact are medium to high.	Less likely	Education – verbal and collateral Warnings Infringement notices Enforcement order Abatement notice (where 'near miss' for significant environmental breach)

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Enforced	People deliberately, and without any regard, undertake non complying activity in breach of known obligations and responsibilities. Recidivist activities. Knows the rules and associated parameters/conditions and has complete disregard for operating within these. Very likely to challenge Officer requests.	Deliberately undertakes non-consented activities; Deliberately Disregards impact for local environment and communities. Risks for environmental or community impact are high.	Least likely	Infringement notice Abatement notice Enforcement order Prosecution (Gross breaches)
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APPENDIX 3: ENFORCEMENT TOOLS - RMA

Directive actions

ACTION	DESCRIPTION OF ACTION	POTENTIAL IMPACTS ON THE LIABLE PARTY	WHEN MIGHT THIS ACTION BE APPROPRIATE?
 Letter of direction	To prevent further breaches, or to remedy or mitigate the effects of non-compliance, council can give a written direction for a party to take or cease a particular action.	Such a direction is not legally enforceable.	Letters of direction should be reserved for dealing with co-operative parties, who are motivated to follow the direction, and where the breach is of a minor nature, consistent with a breach that would perhaps also receive a formal warning.
 Abatement notice	An abatement notice is a formal, written directive. It is drafted and served by council instructing an individual or company to cease an activity, prohibit them from commencing an activity or requiring them to do something. The form, content and scope of an abatement notice are prescribed in statute.	A direction given through an abatement notice is legally enforceable. To breach an abatement notice is to commit an offence against the RMA and make liable parties open to punitive actions.	An abatement notice may be appropriate any time that there is a risk of further breaches of environmental regulation or remediation or mitigation is required as a result of non-compliance.
 Enforcement order	Like an abatement notice an enforcement order can direct a party to take particular action. However, an application for an enforcement order must be made to the Environment Court but can also be made during the course of a RMA prosecution.	A direction given through an enforcement order is legally enforceable. To breach an enforcement order is to commit an offence against the RMA and make liable parties open to punitive actions.	An application for an enforcement order may be appropriate any time there is a risk of further breaches of environmental regulation, or remediation or mitigation is required as a result of non-compliance.

It is important to note that for every directive action, where a breach has been established that Council may also elect to take punitive action.

Punitive actions

ACTION	DESCRIPTION OF ACTION	POTENTIAL IMPACTS ON THE LIABLE PARTY	WHEN MIGHT THIS ACTION BE APPROPRIATE?
Formal warning	A formal warning is documented by way of a letter to a culpable party informing them that an offence against the RMA has been committed, and that they are liable.	No further action will be taken in respect of that breach. However, the warning forms part of a history of non-compliance and will be considered if there are future incidents of non-compliance.	A formal warning may be given when: <ul style="list-style-type: none"> • an administrative, minor or technical breach has occurred; and • the environmental effect or potential effect, is minor or trivial in nature; and • the subject does not have a history of non-compliance; and • the matter is one which can be quickly and simply put right; and • a written warning would be appropriate in the circumstances.
Infringement notice	An infringement notice is a written notice which requires the payment of a fine. The amount of the fine is set in law. Depending on the breach the fine will be between \$300 and \$1000.	No further action will be taken in respect of that breach. However, the infringement notice forms part of the history of non-compliance and will be considered if there are future incidents of non-compliance.	An infringement notice may be issued when: <ul style="list-style-type: none"> • there is prima facie (on the face of it) evidence of a legislative breach; and • a one-off or isolated legislative breach has occurred which is of minor impact and which can be remedied easily; and • where an Infringement notice is considered to be a sufficient deterrent.
Prosecution	A prosecution is a process taken through the criminal courts to establish guilt or innocence and, if appropriate, the court will impose sanctions. RMA matters are heard by a District Court Judge with an Environment Court warrant. All criminal evidential rules and standards must be met in a RMA prosecution.	A successful prosecution will generally result in a conviction, a penalty imposed and consideration to costs of the investigation. A prosecution forms part of the history of non-compliance and will be considered if there are future incidents of non-compliance.	A prosecution may be considered appropriate when the factors listed above indicate that the matter is sufficiently serious to warrant the intervention of the criminal law.

Appendix 4: Example of an enforcement strategy and prosecution policy



Enforcement Strategy and Prosecution Policy

Adopted – Council 26 June 2014

INTRODUCTION

Queenstown Lakes District Council is responsible for the administration and regulation of a wide range of functions across the district. The regulatory activities that the Council deals with include:

- Building and resource consents
- Parking
- Animal control
- Noise management
- Bylaws enforcement
- Liquor licensing
- Environmental health
- Waterways
- District Plan

The Council endeavours to work with various stakeholders, statutory organisations, voluntary groups, individuals and non-governmental organisations to achieve high levels of compliance with the various regulatory requirements.

This strategy sets out the general principles that Queenstown Lakes District Council intends to follow in relation to its regulatory obligations.

ENFORCEMENT MATRIX

Council has various enforcement tools to ensure compliance for each activity undertaken.

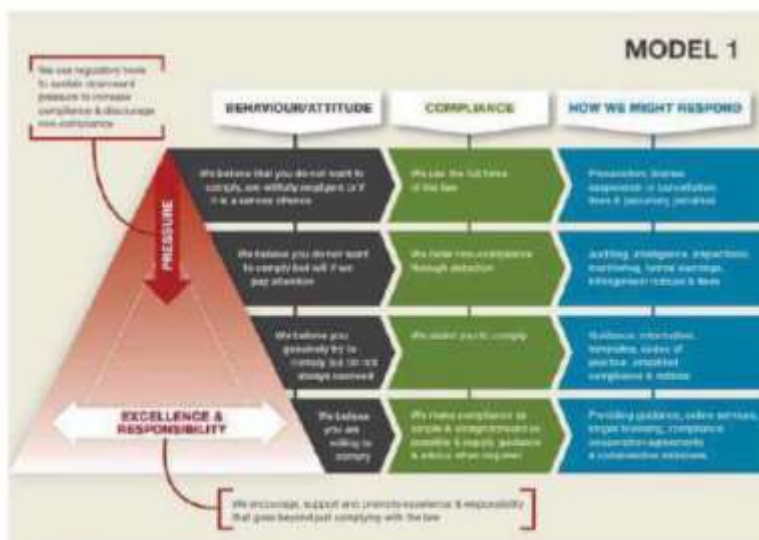
Table 1: Enforcement Tools	Oral Warning	Written Warning	Notice to Fix	Infringement Notice	Abatement Notice	Enforcement Order	Prosecution
Building	X	X	X	X			X
Resource Consents	X	X		X	X	X	X
Environmental Health	X	X					X
Liquor	X	X		X			X
Parking	X			X			X
Waterways	X	X		X			X
Noise	X	X			X		X
Animal Control	X	X		X			X
District Plan	X	X		X	X	X	X
Bylaws	X	X		X			X

The enforcement tool used to achieve compliance is dependent upon factors such as:

- The nature and scale of the harm caused by the offending;
- The nature of the penalty which is likely to be most effective in ensuring compliance or acting as a deterrent;
- Whether the offending relates to a Council priority for greater compliance;
- Whether there is general public awareness of the regulation; and
- Whether there has been previous offending.

Enforcement Strategy

The relationship of the relevant factors which assist in determining the action taken is shown in the below model:



Please note: In certain circumstances legislation will dictate the appropriate response/penalty.

GOAL

The Council's principal enforcement goal is:

To increase the level of voluntary compliance with the law through an effective and appropriate enforcement activity.

OUTCOMES

The outcomes that the Council endeavour to achieve are:

- Our community complies with national and local legislation because they are well-understood and easy to comply with; and*
- Our community is confident that Council will enforce laws in a timely, effective, and fair manner.*

Enforcement Strategy

STRATEGY

This enforcement strategy is based on the following principles:

Self-Compliance

A high level of self-compliance reduces the cost and time to Council of enforcing the law. To foster a high level of self-compliance we will focus on ensuring:

- We have concise and well-drafted (in plain English) bylaws that are easy to comply with;
- Where practicable, we will regularly communicate with the public on their statutory obligations (and the consequences for non-compliance). This will include publicising any regulations and any significant changes to the law, and giving warnings of increased enforcement action where appropriate;
- We target priority areas of compliance with specific campaigns or media articles;
- We provide access to the various laws Council enforces on the QLDC website;
- We provide clear signage to ensure that the public is aware of any applicable restrictions (e.g. parking);
- Where remedial action is required, we clearly explain the reason why the action is necessary and when it must be carried out; and
- Our enforcement for minor or inadvertent offending is light-handed with breaches generally being dealt with by way of warning and/or explanation before penalties are imposed.

Proportionate Enforcement

The Council has finite budget and staff resources to meet all of its regulatory enforcement activities. The Council needs to determine the most effective and cost-efficient method of enforcement for each regulatory activity. In determining how best to enforce various legislation Council officers will consider:

- The seriousness of the infringement/offending;
- Harm caused by the offending;
- Whether there has been previous infringing/offending;
- The level of penalty required to act as a deterrent;
- The standard penalty for a particular type of offending and whether it is a sufficient deterrent;
- Alternative penalties;
- Whether the offence has been prioritised by Council;
- The cost of various enforcement options;
- Any mitigating factors such as age or health of offender
- Whether offending was inadvertent or calculated;
- The ease of voluntary compliance.

It will generally be appropriate for minor matters (e.g. parking) that Council issues infringement notices at the prescribed penalties. Such laws are usually well-understood and consistent enforcement is usually the most effective way that the social issue

Enforcement Strategy

underlying the enforcement action (e.g. ensuring safe and smooth movement of traffic) is addressed.

A more discretionary and targeted approach is appropriate for more serious offending, where there may be differing levels of public understanding or where the cost of enforcement may be significant. In these situations (e.g. a breach of an abatement notice) Council may appropriately identify a suitable case of offending where significant resources will be applied and serious penalties sought. Such one-off cases of enforcement may then act as a sufficient deterrent to ensure general compliance for similar kinds of breaches.

In addition, just as Police target drivers with excess breath alcohol at certain times, Council may choose to prioritise certain enforcement areas and direct resources towards them on the basis those activities relate to social concerns that have particular importance at a given time or to a particular community within the District (e.g. enforcement of alcohol laws within Queenstown Central Business District).

Council may also adjust the allocation of resources based on changing circumstances or public concerns (e.g. increased patrolling where complaints have been received in relation to freedom camping.)

Interagency collaboration

In order to effectively achieve the desired outcomes some aspects of enforcement are likely to involve the Police. While the bulk of enforcement activities will not require police assistance, it will be sought where there are safety risks to Council staff (e.g. aggressive behaviour) or necessary where Police powers are required (e.g. seizure of property).

For such action to be carried out cost-efficiently, Police will receive advance notice wherever feasible so that the collaboration can be co-ordinated with other Police work (e.g. monitoring of licensed premises).

Fairness

In enforcing laws the Council should strive to conduct itself in a manner that public perceive to be fair and reasonable. This promotes public respect for the laws being enforced and increases levels of voluntary compliance. This can be achieved through:

- Consistency in enforcement;
- Ongoing education, and engagement with the public;
- Transparency in relation to the Council enforcement policies and priorities;
- Good use of judgment and discretion in determining the method of enforcement and (where applicable) suitable penalties; and
- Training to ensure that Council staff conduct themselves in a courteous, friendly and professional manner consistent with the regulations that they are enforcing.

Enforcement Strategy

Areas of Enforcement & Operational Activities

The Council takes many steps every day to pursue self-compliance with national and local legislative requirements.

Many matters can be easily resolved through education and advice without the need for enforcement. However, we also have a responsibility to the community to ensure that where non-compliance does occur the appropriate enforcement action is undertaken.

The action taken will reflect two key enforcement activity streams:

1. Key Result Areas (Priority Activities)
2. Supporting Enforcement Activities

Key Result Areas (Priority Activities)

Alcohol

Objective: *To ensure legislative obligations are met and conditions of licences are adhered to, to minimise alcohol related harm through excessive or in appropriate consumption of alcohol.*

Action: (1) *To undertake regular monitoring of licensed premises to ensure that compliance with licence conditions and standards is the normal behaviour of licensees.*
(2) *To ensure the rules and consequences are communicated clearly to licensees.*

The introduction of the Sale and Supply of Alcohol Act 2012, increased the need to educate licensees regarding their legislative obligations. Non-compliance provides a risk to both public health and safety and to our reputation as a tourist destination, due to associated alcohol related violence and anti-social behaviour.

An increased level of monitoring of licensed premises to verify the level of compliance is a primary focus of Council, particularly for premises rated as high risk or very high risk.

It is important that the public have confidence in Council to uphold standards and to hold licensees accountable where standards or licence conditions are not met.

Council will increase the monitoring of promotional events to address an on-going issue of inappropriate promotions of alcohol and take appropriate enforcement ranging from warnings to seeking a suspension of a licence. Where continued issues remain and three suspensions in three years have been established, Council may seek a cancellation of a licence with the Alcohol Regulatory and Licensing Authority for a minimum of five years.

Dogs (Animal Control)

Objective: *Ensure that there is a safe recreational environment for both dog owners and other members of the public by minimising the incidence of roaming dogs and dogs not kept under effective control.*

Enforcement Strategy

Action: *(1) Maintain targeted patrolling to reduce the level of roaming dogs and reduce the potential for dog attacks;
(2) Responding quickly to any public complaints regarding roaming or aggressive dogs.*

Targeted areas:

The number of dog attacks (on other animals or people) fluctuates from year to year, but overall, levels remain steady. However, roaming dogs are an increasing problem which gives rise to a range of issues e.g. attacks, incidents of worrying stock, dog fouling and general nuisance.

While Council will provide a quick response to all general dog complaints, particular priority will be given to dog attacks to protect the public and to assist the public in a distressing situation. The Council will evaluate dogs involved in attacks to determine the most appropriate level of enforcement, including the need to classify a dog as menacing or dangerous.

Increased targeted patrolling will be undertaken early in the mornings and later in the evenings to reflect the trends of offending and complaints received. Dog owners appear to allow dogs to roam rather than being kept under control or confined to the property at those times.

To facilitate the enforcement against offending dog owners, it is important that all dogs within the Queenstown Lakes District are registered and where self-compliance is not undertaken the Council will enforce this legislative requirement.

The Council will carry out a joint visit with the Police to any premises where we need to seize a dog from inside a dwelling or where there is a threat to public safety.

Littering

Objective: *Providing a litter-free district that our community is proud of and our visitors admire.*

Action: *(1) Educating visitors and the wider community on Council's strong anti-littering stance;
(2) Improving the identification of littering offenders and enforcement responses.*

Targeted areas:

There has been an increase in littering within the Central Business District from commercial operators, who are not effectively managing their rubbish disposal. Rubbish bags and bins are left on Council land for long periods or left outside expected pick up times. This rubbish can become a target in the evenings and be strewn over our streets.

An education programme will be undertaken to advise businesses of collection times, expectations on removing rubbish that has not been collected and the Council's strong anti-littering stance.

Enforcement Strategy

Council will increase the enforcement against offenders where rubbish is left on Council land and utilise the custodian and parking officer resources to enable a more effective response to this issue.

Resource Management (Planning)

Objective: *To provide a high quality natural and built environment across the district.*

Action: *(1) To undertake the monitoring of resource consent applications with such regularity that compliance with the conditions is the default behaviour.*

Council will increase the frequency of monitoring resource consents to increase public confidence in Council and to promote self-compliance from consent holders.

Building (Development)

Objective: *To protect the health and safety of all users of buildings and encourage a high level of self-compliance with the law.*

Action: *(1) To ensure information is clear and easily available so applicants are aware of the building rules;
(2) To review all Certificate of Acceptance applications to determine if enforcement action is necessary.*

There has been a significant increase in the level of unconsented building works resulting in Certificate of Acceptance applications over the last year. This is not achieving the community outcomes as a result of Council not being able to inspect building works at the necessary stages.

To encourage self-compliance Council will increase the level of enforcement when processing Certificates of Acceptance for applications that should have had building consent.

Supporting Enforcement Activities

Environmental Health

Objective: *To maintain and improve hygiene standards of businesses to protect public health.*

Action: *(1) To undertake an annual inspection of businesses across the district.
(2) To ensure businesses understand the standards and expectations of Council
(3) To publicise the grading of all food businesses.*

Annual inspections are carried out in food businesses, hairdressers, camping grounds and funeral directors to ensure compliance with national legislation and local regulations. The majority of issues found relate to cleanliness, maintenance of the premises and knowledge of food safety in food businesses.

Enforcement Strategy

Where business owners do not comply with the rules, this provides a risk to public health and consequently a risk to our reputation as a tourist destination. It is important that the public have confidence in the Council enforcing regulations to protect public health consistently.

In the last 3 years in anticipation of new legislation, Council has promoted the use of Food Control Plans (FCP) to raise standards in food businesses, which has reflected in the majority of premises being graded A or B. Council will continue to promote the use of FCP's, with additional re-visits where necessary for sub-standard businesses and the closing of businesses where necessary.

Council will continue to inspect food vendors at events to ensure public health standards are maintained.

Parking (including freedom camping)

Objective: *Ensure that parking across the district, and particularly the Central Business Districts is within designated areas and for no longer than permitted to enable the safe and smooth flow of traffic, in addition to ensuring freedom camping is only undertaken in permitted areas in self-contained vehicles.*

Action: (1) *To undertake daily patrols with sufficient regularity that voluntary compliance is the default behaviour of local residents and visitors.*
(2) *To ensure that signage is sufficiently clear and prominent that visitors to the District are aware of the parking rules.*

Targeted areas:

Patrols are undertaken seven days a week across the district to ensure compliance with national legislation and local regulation. The majority of parking issues involve overstaying time restricted parking and parking illegally e.g. across drives, on broken yellow lines, in loading zones etc. More recently issues have also arisen with buses parking in residential areas and cars parked 'for sale' for long periods of time in specific streets.

Parking signs have been increased to respond to the recent trends regarding buses parking in residential areas and cars for sale along Stanley Street, with further signage planned for Sydney Street. This is to be followed up with increased education and enforcement in the areas with additional signage.

The level of freedom camping offending has reduced over the last year due to very visible levels of enforcement. This will continue over key tourism peaks to ensure the public concerns associated with freedom camping are addressed.

Waterways

Objective: *To promote safe boating and compliance with national and local rules on Queenstown Lakes District lakes and rivers.*

Action: (1) *To undertake targeted patrolling particularly at peak seasons times with sufficient regularity that voluntary compliance by residents and visitors is the normal behaviour.*

(2) To ensure that signage is sufficiently clear and prominent that waterways users are aware of the rules.

Enforcement Strategy

The primary focus of our waterways enforcement is safety. The principle issue we encounter is people not wearing life jackets on vessels less than 6 meters and not carrying a life jacket for each passenger on vessels over 6 meters. Other issues include boats travelling too fast in speed restricted areas, too close to other vessels or too close to the shore.

The level of targeted on-water patrolling and the number of enforcement officers will increase in the summer season to provide an increased visibility of enforcement officers to encourage self-compliance. In addition, the Council will increase the publicity of the key water safety messages in the media in advance of the peak season. To promote awareness, there will also be appropriate signage in key locations e.g. boating ramps.

Noise

Objective: *To reduce the incidence of excessive noise nuisance across the district.*

Action: *(1) To educate residents and visitors on Council's stance regarding excessive noise,
(2) To provide a fast response to noise complaints.*

Council provides a 24/7 noise complaint service in response to antisocial behaviour regarding noise. The majority of complaints are regarding stereo noise and associated people noise.

Whilst people noise is a policing matter, Council works collaboratively in these situations and will seize stereos to abate the noise where necessary.

Prosecution Policy

Introduction

Prosecutions are a response to non-compliance which result in serious consequences for victims, witnesses and defendants. Prosecutions should be used in a deliberate and targeted manner to deter and denounce offending and hold the offender accountable for harm to the victim, environment and community caused by the offending.

Public confidence in the Council's administration of its enforcement duties relies on decisions to prosecute (or not to prosecute) being made in a transparent, consistent and fair manner.

Any prosecution undertaken by the Council or on its behalf (i.e. by the New Zealand Police) should be conducted in accordance with this prosecution policy, the Council's enforcement strategy and the Solicitor General's prosecution guidelines.

Solicitor General's Prosecution Guidelines

The Crown Law office has issued the Solicitor General's Prosecution Guidelines (SGPG)¹ to assist regulatory agency prosecutors in exercising their discretion to prosecute criminal cases.

The SGPG sets out a test for prosecution decision making. There are two limbs to that test:

- (i) The evidential test – whether there is a reasonable prospect of securing a conviction on reliable, available and admissible evidence;
- (ii) The public interest test – whether the public interest requires a prosecution.

Both limbs of that test must be met before a prosecution can be brought.

Queenstown Lakes District Council's Prosecution Decision Making Framework

Obtaining a conviction is a consequence but not the purpose of a prosecution. Factors that are relevant to a decision to prosecute includes whether:

1. The actual (or risk of) loss, harm or damage as a consequence of the non-compliance is significant;
2. The non-compliance is intentional or calculated;
3. The offender has a history or pattern of non-compliance;
4. There are no proper alternatives to prosecution.

Review by Prosecutor

An investigation file will be referred to either to a prosecuting solicitor or the New Zealand Police.

¹ Dated 1 July 2013

Prosecution Policy

Decision to prosecute

If a prosecutor² considers that both the evidential test and the public interest tests are met, a decision of "recommend prosecution" is made, together with a list of the appropriate charges. This decision will be recorded in writing.

The prosecutor will refer this decision together with the investigation file to the Council officer in charge (i.e. the officer with delegated authority to file a charging document with the Court). That officer will exercise their discretion whether or not to commence a prosecution.

Decision not to prosecute

If a prosecutor determines that either the evidential test or the public interest test set out in the SGPG are not met a "no prosecution" decision will be made. This decision will be recorded in writing. Where the evidential test is met, but the public interest test is not, the prosecutor will refer the decision together with the investigation file to the Council officer in charge (i.e. the officer with delegated authority to file a charging document with the Court). The officer will exercise their discretion whether or not to initiate a prosecution.

A decision of "no prosecution" does not preclude a re-consideration of an investigation where new and/or additional information is available. Additionally, a review of the decision not to prosecute may be initiated for the purpose of re-evaluating the public interest.

If the decision is not to commence a prosecution, the reasons for that decision will be recorded in writing. The file will be closed, but the decision not to proceed with the prosecution may still be reviewed.

Charges

If the officer in charge has exercised their discretion to commence a prosecution, that officer will (with the assistance of the prosecutor) prepare and file a charging document in the appropriate court, for the charges recommended by the prosecutor.

The prosecutor will arrange for service of the charging document, together with a letter to the defendant. If any special procedure (such as obtaining the consent of the Solicitor General to lay charges) is required the prosecutor will make the necessary arrangements.

Disclosure and requests under the Local Government Official Information and Meetings Act 1987

Disclosure in prosecutions is governed by the Criminal Disclosure Act 2008. Disclosure and withholding of information is to be determined in accordance with the requirements of that Act. The conduct of a Council prosecution also occurs in the context of the Local Government Official Information and Meetings Act 1987. The making available of information on the matters concerning the prosecution may prejudice the maintenance of the law, particularly the investigation of offences or the right to a fair trial. Therefore good reason or conclusive reasons to withhold information may exist.

² For the purpose of this policy, a "prosecutor" is either a member of the New Zealand police, Crown Solicitor or a solicitor (internal or external) instructed by the Council to act as the prosecutor in the case.

Prosecution Policy

Conduct of prosecution and case management

In the conduct of the prosecution, prosecutors are expected to consult closely with and take into account the views of the Council officer in charge of the prosecution but matters as to the conduct of the prosecution are matters solely for the prosecutor to decide.

A review of the charges should occur throughout the prosecution and consider whether other charges should be added or whether the existing charges should be amended to bring them into conformity with the evidence available. Withdrawal of a charge or charge(s) is to be a rare occurrence as it is expected that the charges laid fairly and properly reflect the nature of the offence.

The principal duty of a prosecutor is to perform the obligations of that office in a manner that is fair. The prosecutor must ensure the right to a fair trial is protected, and that victims and witnesses are treated with care and respect.

Victims

When conducting a prosecution, the role of the prosecutor is to act in the public interest, not in the capacity as an advocate for victims. Prosecutors should ensure victims have a clear understanding of the proper role of the prosecutor and that a referral to Court Services for Victims has been made. Where offending has caused distress to victims, the prosecutor has a role to play in minimising the additional distress of criminal proceedings. Victims views may be obtained in the course of the prosecution, but such views will not be determinative of the conduct of the prosecution. The prosecutor will advise victims of the availability of any restorative justice conference.

Bail

Opposition to bail should only be considered on the basis of credible, cogent and relevant information that demonstrates that detention is necessary to prevent re-offending.

Sentencing

The prosecutor's role is to draw the Court's attention to the proven or accepted facts of the case and any relevant sentencing principles. The prosecutor should not advocate for a particular sentence, but may express a view on an appropriate sentencing range or tariff.

The prosecutor may obtain an impact statement from victims of the offending, or persons who have experienced adverse effects to assist the Court in reaching an appropriate sentence, including any sentence of reparation.

An expert report to inform the Court as to the significance of the offending may also be obtained.

The authorised enforcement officer is responsible for advising victims of the outcome of sentencing and fully explaining the reasons for the sentencing decision.

Appeals and Judicial Review

Victims should be notified of any appeal.

The SGPG require that the Solicitor General's consent must be obtained for a prosecutor to lodge an appeal or judicial review of any decision of a Court. On the instruction of the Chief Executive of the Queenstown Lakes District Council, the prosecutor will make the necessary arrangements for the lodging of an appeal.

Prosecution Policy

Other Agencies

It is common that behaviour which amounts to offending within the Council's sphere of regulation may result in investigation by other agencies. For example, the incident may constitute a breach of both the District Plan and the Regional Plan. Both the Council and the Regional Council may investigate the incident.

Where possible, the Council will work collaboratively with other agencies to achieve the objectives of the investigation in an expedient and cost efficient manner. It may be possible for agencies to share the costs of analyses, undertake joint witness interviews, or share the information held on investigation files with each other. Care is necessary to ensure that any collaboration does not compromise the integrity or the efficient conduct of the Council's investigation.

Council may, if it is considered practicable, obtain the views of other agencies prior to making its decision as to whether the public interest test for a prosecution is met. The Council may in its discretion consider those views when deciding if the public interest test for a prosecution is met, or in relation to the timing of any charges to be brought. For example, if another investigating agency is to lay more serious charges or duplicate charges, the public interest in the Council laying identical charges may be lower.

Policy Owner

The Enforcement Strategy and Prosecution Policy are the responsibility of the General Manager, Legal and Regulatory.

Other Relevant Policies and Documents

Policies, Guidelines, Practice Notes

Queenstown Lakes District Council Enforcement Strategy 1 July 2014

Media protocol for prosecutors, Crown Law Office, 1 July 2013

Solicitor General's Prosecution Guidelines, Crown Law Office, 1 July 2013

Victims of Crime – Guidance for Prosecutors, Crown Law Office, 1 July 2013

Bail Practice Note (Bail Act 2000), 7 February 2002, Chief District Court Judge

Legislation

Victims Rights' Act 2002

Bail Act 2000

ENFORCEMENT ACTION PLAN

Goal

To increase the level of voluntary compliance with the law through effective and appropriate enforcement activity

Regulatory Community Outcomes

Encourage Compliance

User friendly

Protect the interests of the
district

Cost effective and achieve
regulatory objectives

Strategic Outcomes

To ensure the
community know the
rules

To provide a regulatory system
that is easy to comply with

Increase the level of compliance of
the community

Increase in community
confidence of QLCD to
undertake enforcement
action

Operational Activities

All figures compare activities from 2012/2013 to 2013/2014

Parking	Animal Control	Alcohol	Waterways	Noise
<ul style="list-style-type: none"> The number of parking infringements issued has remained consistent. Freedom Camping offending initially 	<ul style="list-style-type: none"> Dog attack levels have remained consistent. Roaming Dog complaints have increased significantly (128%) Barking dog complaints have 	<ul style="list-style-type: none"> Number of suspensions for managers and licensed premises has increased. Levels of opposition has increased significantly The number of 	<ul style="list-style-type: none"> There has been an increased level of media regarding waterway safety this year The number of infringements issued has reduced by 70% The first hearing for 	<ul style="list-style-type: none"> The level of noise complaints is consistent. The number of Excessive Noise Directions issued is constant i.e. 10% of complaints received. The level of seizures
<ul style="list-style-type: none"> increased, but has reduced by 36% The number of illegally parked vehicles towed has increased by 32% 	<ul style="list-style-type: none"> increased (136%) Dog fouling complaints have increased (21%) The number of infringements issued has increased (18%) 	<ul style="list-style-type: none"> hearings has increased significantly following the introduction of the Sale and Supply of Alcohol Act 2012 	<ul style="list-style-type: none"> not wearing a life jacket was successfully upheld Targeted increased seasonal patrolling was undertaken on lakes, Waikato and Lake Waikare 	<ul style="list-style-type: none"> remains at a low level
Building	Resource Consents	District Plan	Environmental Health	Bylaws/Legislation
<ul style="list-style-type: none"> There has been a 140% increase in the number of retrospective Certificates of Acceptance issued reflecting the issue of unconsented building work being undertaken The number Building Consent applications received have increase by approximately 30% 	<ul style="list-style-type: none"> There is anecdotal evidence of non compliance with conditions of consent There has been an increase (20%) in the number of consent applications received and a 9% increase in the number of consents issued 	<ul style="list-style-type: none"> Accommodation providers are dissatisfied with the inconsistent application of the rules regarding Visitor Accommodation Complaint levels are consistent 	<ul style="list-style-type: none"> Every registered business is inspected annually There has been a steady increase in the number of food businesses signing up to Food Control Plans, which has improved standards Corrective Action Requests numbers have reduced as standards have improved The level of Food Grading's (A or B) continues to improve 	<ul style="list-style-type: none"> There is a scheduled review of all Bylaws There is an increasing number of permit applications for builders The number of fire permit applications continues to increase There is increasing concerns over the levels of littering in the CBD

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What we will do

Queenstown Lakes District Council's Areas of focus and Priorities for enforcement over the next 3 years

Primary Areas of Focus

Alcohol

Minimise alcohol related harm as a consequence of excessive or inappropriate consumption of alcohol

Dogs

Ensure a safe environment from roaming and aggressive dogs for our community

Littering

To provide a litter free district that our community is proud of for all to enjoy

Planning & Development

Provide a high quality natural and built environment

Priorities

In the next three years we will focus on the following:

Ensure standards are observed for the Sale and Supply of Alcohol

Avoid and reduce the risk of alcohol related harm to our community

Protect the image of Queenstown Lakes District

To have all dogs that live in the district registered

Ensure all dogs are kept under control at all times

Reducing ignorance and apathy of dog owners to their responsibilities

Instil pride in our community not to litter

Improved identification of littering offenders and responses

Increase community awareness of littering issues

Ensure consent conditions are pro-actively monitored

Collaborative departmental responses to breaches identified

Increase the effectiveness of enforcement for unconsented building works

Secondary Areas of Focus

Environmental Health

Waterways

Parking

Noise

Improve and maintain hygiene standards of business to protect public health

Patrolling the lakes and rivers across the Queenstown Lakes District to promote safe boating and soil - compliance with national and local rules

Ensure that parking across the district, and particularly the Central Business Districts, is within designated areas and for no longer than permitted to enable the safe and smooth flow of traffic.

Reducing the incidence of excessive noise nuisance across the district to enable our community to enjoy a noise nuisance free environment.

Priorities

In the next three years we will focus on the following:

Annual inspection of all registered businesses

Promotion of voluntary documented Food Control Plans in food businesses

Targeted patrolling, increasing in the summer season to promote voluntary compliance

Increased media regarding wearing of lifejackets

Increase signage at all boat ramps to educate visitors and residents of the boating rules

Daily patrols with sufficient regularity that voluntary compliance is the default behaviour of local residents

To ensure that signage is sufficiently clear and prominent that visitors to the District are aware of the parking rules

Increased media regarding noise and enforcement consequences

Enforcing the Resource Management Act

Fast responses to noise complaints

#1174963

17 July 2018



Insert Title Here

How will we do it:*Actions to implement the Areas of focus***Education and Advertising Programmes****Increased cross skilling of departments and teams to provide more effective staff and contractor resources****Targeting key issues and enforcement areas****Increased media publicity for focus area issues and results**

Axxxxxxx

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5 PUBLIC EXCLUDED**RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATION**

That the public be excluded from the following parts of the proceedings of this meeting.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
5.1 - Progress Report - Negotiations to Purchase of Melka Kennel to deliver Council's Southern Animal Shelter	<p>s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

6 KARAKIA WHAKAMUTUNGA – CLOSING PRAYER

Kia tau ki a tātou katoa
Te atawhai o tō tātou Ariki, a Ihu Karaiti
Me te aroha o te Atua
Me te whiwhingatahitanga
Ki te wairua tapu
Ake ake ake,
Amine

May the grace of the
Lord Jesus Christ
And the love of God
And the fellowship of the Holy Spirit
Be with you all
Forever and ever
Amen

7 MEETING CLOSE