Building Control Business Support

Activity Management Plan

Long Term Plan 2015 – 2025

1 December 2014

Christchurch
City Council

Quality Assurance Statement

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1 Key Issues for the Building Control Business Support Activity

The Building Control Business Support activity includes services associated with the provision of shared service activities across the Building Control & City Rebuild Group (BCG), by having consistent and centralised administration services, business intelligence analytical support, training co-ordination and delivery, competency assessments and auditing services.

1.1 Community Outcomes

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

The effective management of Building Control Business Support for Christchurch means supporting the delivery of Building Consenting, Building Policy (including BCA Accreditation) and Land and Property Information services and thus contributes to the community outcomes that link to these activities:

- Christchurch has good quality housing
- The Council is responsive to the demands of the rebuild
- Statutory obligations are met by the Council

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Building Control Business Support.

1.2 Effects of growth, demand and sustainability

Describe how our population growth and demand effects the decisions Council will make in delivering services to ensure that they are sustainable and will meet the needs of the people of Christchurch into the future.

Population Growth and Demand:

Following the Canterbury earthquake sequence the Council has faced unprecedented demand for services. The devastating nature of the seismic events meant a rebuild was inevitable. As a result a large number of properties both residential and commercial require regulatory approval either by a Building Consent, Building Act Exemption or Certificate of Acceptance.

The BCG's demand forecast and structural reconfiguration necessitated the BCG to review its Business Support functions to ensure that continued seamless support is provided to regain Accreditation, maintain a trained and competent workforce, deliver the Management team with valuable business analysis and information in our ever changeable external environment.

Sustainability:

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business. Sustainable development is the fundamental philosophy that is embraced in Council's Vision, Mission and Objectives, and that shapes the community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

1.3 Key Challenges and Opportunities for Building Control Business Support

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 2-1.

Table 1-1

Key Issue	Discussion
Building Consent Authority Quality Assurance Audit Resource	The required audit resource will be in place prior to the Building Control Business Support Long Term Plan 2015-25 being in place. The Accreditation assessment identified resourcing issues, inter-alia, for undertaking BCA audit functions. Progress to date has seen the establishment of 2 audit positions in the Quality Assurance team and recruitment will commence shortly.

2　　　　　Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the BCG Business Support activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
Establishment of a professional development team within BCG to undertake competency assessments, technical training and compliance with Regulation 18, of the Building (Accreditation of Building Consent Authorities) Regulations 2006.	With the volume of rebuild occurring in Canterbury, technical resource is scarce; We have exhausted the local and national market and canvassed international market. A way of managing this resource shortage is to ensure we have technical officers available across multiple building complexity levels to allow our workforce to ebb and flow with the community demand.

The Training and Professional Development team are a newly formed team and instrumental to ensure that competency is maintained at all levels within the group. | High significance, given that a lack of timely and up to date competency assessment was a contributor to the loss of BCA Accreditation.
With the recruitment of large numbers of new staff, mostly new to BCG, the provision of efficient and effective training and assessment is essential. | |
| Customer liaison services have been realigned to the Administration Services section of this plan. | Internal adjustment as this function is a co-ordination and administration activity for the group not a distinct level of service and has been incorporated into the administration services deliverables. | Low significance – no investigation needed. | Internal adjustment to realign services – consultation not necessary. |
| Council Secretarial Services Support is now a service provision within the Governance and Civic Services Activity Management Plan | Internal realignment necessitated Activity to move to another area of accountability. | Low significance – no investigation needed. | Internal adjustment to realign services – consultation not necessary. |

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
A new service provision of Business Intelligence services has been incorporated into this plan.	The anticipated workload volume and amount of process changes associated with the BCG has necessitated the establishment of a Business Intelligence team, this team provides Business analysis, Project Management and reporting services specific to the outcomes of all Units within the Group. This team is vital to ensure that our performance is maintained at the required level to comply with the Regulations within the Building Control Act.		
Regulatory Secretarial Services support removal of service.	Due to restructure this service provision is no longer necessary.	Low significance – no investigation needed.	NA
The cost of this activity will be higher than what was factored into the 2014/15 annual plan. See financials table	Since losing accreditation in July 2013, and the Crown Manager's final decision document, the staff required to regain accreditation and deliver levels of service has been reviewed. There are more positions required in Policy and Business Intelligence.	Low significance – costs covered by fees funding	

3   Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Building Control Business Support activity are that:

- Christchurch has good quality housing
- The Council is responsive to the demands of the rebuild
- Statutory obligations are met by the Council

3.2 How we will know we are achieving the outcomes

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

- **Training and competency assessments** are provided to help ensure building decisions are based on good information, contributing to the quality of housing and other buildings; assessment are being completed on time and to a high standard.

- **Advice is available to customers** to support their understanding of regulatory requirements, thus supporting the rebuild of Christchurch.

- **Business Intelligence services** are provided in a timely and accurate manner to support the BCG in making considered decisions when planning the strategic direction and monitoring the Groups **compliance with statutory timelines and processes**, thus supporting the rebuild of Christchurch and meeting our statutory obligations.

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

3.3 What services we provide

This activity includes the following services:

- Administration Support services
- Business Intelligence services
- Delivery of Training and Competency assessments

3.4 Benefits and Funding Sources

Our customers are Residential/Commercial building customers, Planning Consultants, Director, Unit Managers and teams of BCG, Elected members (Mayor, Councillors and Community Board members), Ratepayers.

3.4.1 Who Benefits?

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

Explanatory Comments:

The services covered in this activity management plan are a direct benefit to individuals using the product offering and or services.

3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
Majority		Some	

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

Explanatory Comments:

The majority of the cost of this activity is funded via the fees and levies payable by users of the BCG's consenting services.

3.5 Key legislation and Council strategies

To meet the requirements of:
- Local Government Act 2002
- Other Territorial Authority legislative requirements
- Building Act 2004
- Resource Management Act 1991

4   Levels of Service and performance measures

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

Table 4-1

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if…..)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
Administration Support services									
13.14.3	Provide internal customers with Business and Administrative support to meet their business needs.		*Hours available for business administration support are in line with core hours.*	*2013/14: 45 business hours per week* *2012/13: 45 business hours per week,* 8:00am to 5:00pm, Monday to Friday		45 business hours per week, 8:00am to 5:00pm, Monday to Friday	45 business hours per week, 8:00am to 5:00pm, Monday to Friday	45 business hours per week, 8:00am to 5:00pm, Monday to Friday	45 business hours per week, 8:00am to 5:00pm, Monday to Friday
13.14.4	Ensure internal customers are satisfied with Business and Administration support services provided		Quarterly surveys undertaken and combined to establish an aggregated annual result.	*2013/14: 54.55%* *2012/13: 59.40%* *2011/12: 88.50%* *2010/11:89.00%* *2009/10: 86.73%*		Ensure internal customer satisfaction rating at least 90% ongoing	Ensure internal customer satisfaction rating at least 90% ongoing	Ensure internal customer satisfaction rating at least 95% ongoing	Ensure internal customer satisfaction rating at least 95% ongoing

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if…..)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
Process improvement and Business Intelligence services									
13.14.13	Provide internal customers with Business Intelligence support to meet their business needs.		Monthly reporting is provided within 2 working days of month end	*New Service*	*2014/15 Benchmark year*	13.14.13.1 Monthly reporting is provided within 2 working days of month end 100%	13.14.13.1 Monthly reporting is provided within 2 working days of month end 100%	13.14.13.1 Monthly reporting is provided within 2 working days of month end 100%	13.14.13.1 Monthly reporting is provided within 2 working days of month end 100%
			Analytics and improvements identified and reported to Management team on monthly basis			13.14.13.2 Analytics and improvements identified and reported to Management team on monthly basis 80%	13.14.13.2 Analytics and improvements identified and reported to Management team on monthly basis 80%	13.14.13.2 Analytics and improvements identified and reported to Management team on monthly basis 80%	13.14.13.2 Analytics and improvements identified and reported to Management team on monthly basis 80%
			Business Analysis services are provided in accordance with the agreed programme of work			13.14.13.3 Business Analysis services are provided in accordance with the agreed programme of work 95%	13.14.13.3 Business Analysis services are provided in accordance with the agreed programme of work 95%	13.14.13.3 Business Analysis services are provided in accordance with the agreed programme of work 98%	13.14.13.3 Business Analysis services are provided in accordance with the agreed programme of work 98%

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if…..)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	2024/25
13.14.13 (cont'd) Provide internal customers with Business Intelligence support to meet their business needs.		BCG agreed projects programme of work is supported by Project Managers and project management methodologies	*New Service*	*2014/15 Benchmark year*	13.14.13.4 BCG agreed projects programme of work is supported by Project Managers and project management methodologies 90%	13.14.13.4 BCG agreed projects programme of work is supported by Project Managers and project management methodologies 90%	13.14.13.4 BCG agreed projects programme of work is supported by Project Managers and project management methodologies 90%	13.14.13.4 BCG agreed projects programme of work is supported by Project Managers and project management methodologies 90%
		Hours available for business intelligence services are in line with core hours.(excluding public holiday's and agreed business closures)			13.14.13.5 Hours available for business intelligence services are in line with core hours.(excluding public holiday's and agreed business closures) 100%	13.14.13.5 Hours available for business intelligence services are in line with core hours.(excluding public holiday's and agreed business closures) 100%	13.14.13.5 Hours available for business intelligence services are in line with core hours.(excluding public holiday's and agreed business closures) 100%	13.14.13.5 Hours available for business intelligence services are in line with core hours.(excluding public holiday's and agreed business closures) 100%
13.14.14 Internal Customers are satisfied with Business Intelligence services provided		Quarterly surveys undertaken and combined to establish an aggregated annual result.	*New Service*	*To be advised*	Ensure internal customer satisfaction rating at least 90%	Ensure internal customer satisfaction rating at least 90%	Ensure internal customer satisfaction rating at least 95%	Ensure internal customer satisfaction rating at least 95%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if…..)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
Delivery of Training and Competency assessments									
13.14.6	Co-ordinate the delivery of the BCG Training Programme		*Coordinate and collate BCG annual training needs for management approval.* *Monitor programme delivery and budget expenditure.*	*2013/14: no result due to restructure and programme not being completed.* *(New process commenced February 2014.)* *2012/13: 87%* *2013/14: 100%* *2012/13: no result* *2011/12: 98.3%*	*To be advised*	13.14.6.1 Create the Group training programme of work by 15 September annually. 13.14.6.2 Deliver at least 90% of agreed programme by 30 June each year	13.14.6.1 Create the Group training programme of work by 15 September annually. 13.14.6.2 Deliver at least 90% of agreed programme by 30 June each year	13.14.6.1 Create the Group training programme of work by 15 September annually. 13.14.6.2 Deliver at least 90% of agreed programme by 30 June each year	13.14.6.1 Create the Group training programme of work by 15 September annually 13.14.6.2 Deliver at least 90% of agreed programme by 30 June each year
13.14.7	Deliver BCG in-house business process training (as agreed)		*Agreed targeted training is delivered as mandated by BCG Management Group.*	*2013/14: 100%* *2012/13: new measure*	*To be advised*	Deliver 95% of programmed training in accordance with the agreed timeframes and budget	Deliver 95% of programmed training in accordance with the agreed timeframes and budget	Deliver 95% of programmed training in accordance with the agreed timeframes and budget	
13.14.8	Ensure internal customers are satisfied with training service provided		*Course attendants surveyed after each training delivery.(subject to length of course)*	*2013/14: no result due to re-structure & surveys not being completed.* *2012/13: new measure*	*To be advised*	Ensure internal customer satisfaction rating at least 95% ongoing	Ensure internal customer satisfaction rating at least 95% ongoing	Ensure internal customer satisfaction rating at least 95% ongoing	Ensure internal customer satisfaction rating at least 95% ongoing

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if…..)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
13.14.15	Ensure all technical staff hold current competency assessment		*Review Competency matrix (B-610)*	*2013/14: 98%*	*Regulatory requirement*	100% of BCA technical staff	100% of BCA technical staff	100% of BCA technical staff	100% of BCA technical staff

5 Review of cost effectiveness - regulatory functions and service delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

A review need not be undertaken if

- Delivery is governed by legislation, contract or other binding agreement that cannot be reasonably altered in the next two years.

- The benefits to be gained do not justify the cost of the review.

A review must be undertaken

- In conjunction with the consideration of any significant change to service levels

- Within two years before the expiry of any legislation, contract or other binding agreement affecting the service

- Not later than 6 years after any previous review.

A review must consider each of options 1 to 9 in the table below. Option 10 is discretionary.

Governance	Funding	Delivery	Option
CCC	CCC	CCC	1
CCC	CCC	CCO (CCC sole shareholder)	2
		CCO (CCC one of several shareholders)	3
		Other local authority	4
		Other person or agency	5
Joint Committee / Shared Governance	Joint Committee / Shared Governance	CCO (CCC sole shareholder)	6
		CCO (CCC one of several shareholders)	7
		Other local authority	8
		Other person or agency	9
Other arrangement	Other arrangement	CCC or other arrangement	10

Competency Assessment

- An external contractor currently assists by providing assessment services. It is intended to exit from this arrangement in the September 2015 and undertake assessment fully with in-house resources.

6   Significant Positive Effects

Table 6-1 Significant Positive Effects

Effect	Description
Competency / Training	Regulatory requirement. Ensures all building control activities are carried out by, or under the effective supervision of, people with proven competence and experience for the task at hand.

7   Risk Management

Table 7-1 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
Staff not having a current competency assessment.	Annual audits of competency matrix.	Monthly review of competency assessment planner; Monthly review of supervision records; Annual audit of competency matrix:	HIGH

8 Summary of Cost for Activity

Figure 8-1

REGULATION & ENFORCEMENT BUILDING CONTROL BUSINESS SUPPORT	Funding Caps in 2015/16 Dollars				Funding splits exclude EQ Costs from all calculations						
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments	
		000's									
Operational Budget											
Administration Support Services	649	532	531	523							
Process Improvements and Business Int	-	-	-	-							
Training and Competency Assessments	727	732	720	707							
Activity Costs before Overheads	1,376	1,264	1,251	1,230						The CAP figures were indicative only. The draft	
Earthquake Response Costs	-	-	-	-						budgets for the LTP have now been completed and	
Corporate Overhead	-	-	-	-						the "Total Activity Cost" for 15/16 is in fact around	
Depreciation	-	-	-	-						$2.5m. This is largely driven by the need for larger	
Interest	-	-	-	-						teams in the Business Intelleigence and Operational	
Total Activity Cost	1,376	1,264	1,251	1,230						policy areas. These costs are covered by fees	
Funded By:										funding. Building Control Group are involved in 4	
Fees and Charges	-	-	-	-						activities (Consenting, Building Policy, Land and	
Grants and Subsidies	-	-	-	-						Property Information and Business Services) and	
Earthquake Recoveries	-	-	-	-						overall the Group comes within CAP. There is just	
Internal Recoveries	1,376	1,264	1,251	1,230						some varition at activity level.	
Total Operational Revenue	1,376	1,264	1,251	1,230							
Net Cost of Service	0	-	-	-							
Funded by:											
Rates	0	-	-	-							
Earthquake Borrowing	-	-	-	-							
	0	-	-	-							
Capital Expenditure											
Earthquake Rebuild											
Renewals and Replacements											
Improved Levels of Service											
Additional Demand											