

# The Regional Sector Reference Model

Context and  
Framework



Council  
Collaboration  
Into Action

This document is part of the Regional Sector Reference Model.

Version: RSHL-1540269799-521 v1.0

Publication date: May 2021

# Document Control

The following documents make up the Regional Sector Reference Model. Current document versions are listed below.

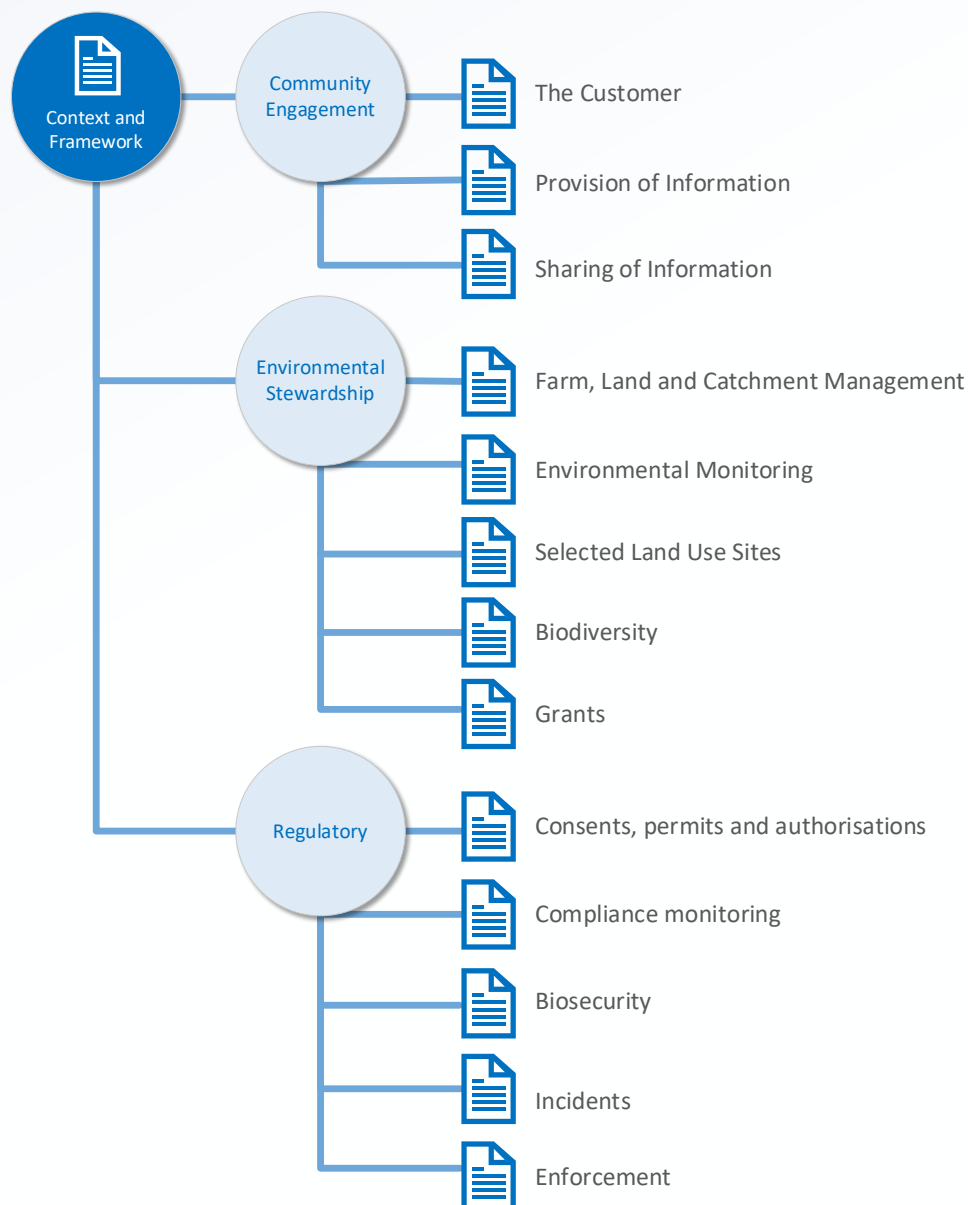
Document Name	Document ID	Version
1. Context and Framework	RSHL-1540269799-521	v1.0
2. Community Engagement – The Customer	RSHL-1540269799-518	v1.0
3. Community Engagement – Provision of Information	RSHL-1540269799-517	v1.0
4. Environmental Stewardship – Farm, Land and Catchment Management	RSHL-1540269799-527	v1.0
5. Environmental Stewardship – Environmental Monitoring	RSHL-1540269799-649	v1.0
6. Environmental Stewardship – Selected Land Use Sites	RSHL-1540269799-654	v1.0
7. Environmental Stewardship – Biodiversity	RSHL-1540269799-652	v1.0
8. Environmental Stewardship – Grants	RSHL-1540269799-656	v1.0
9. Regulatory – Consents, Permits and Authorisations	RSHL-1540269799-669	v1.0
10. Regulatory – Compliance Monitoring	RSHL-1540269799-668	v1.0
11. Regulatory – Biosecurity	RSHL-1540269799-664	v1.0
12. Regulatory – Incidents	RSHL-1540269799-658	v1.0
13. Regulatory – Enforcement	RSHL-1540269799-660	v1.0

# The reference model

The Regional Sector Reference Model aims to provide regional council consistent good practice processes, enabling councils to benchmark themselves and measure the degree to which good practice is being achieved.

This document makes up part of the Regional Sector Reference Model. The process and activity diagrams seen within this document were developed through a series of workshops under a collaborative approach by 11 regional councils. User story IDs are shown in grey – please contact RSHL if you require further detail.

## The Regional Sector Reference Model structure



# Contents

Please use the links below to navigate this document.

[> Regional Sector Context](#)

[> Regional Sector Framework](#)

## Responsibility areas and business functions

Community Engagement [> The Customer](#)

[> Provision of Information](#)

[> Sharing of Information](#)

Environmental Stewardship [> Biodiversity](#)

[> Farm, Land and Catchment Management](#)

[> Environmental Monitoring](#)

[> Selected Land Use Sites](#)

[> Grants](#)

Regulatory [> Consents Permits and Authorisation](#)

[> Compliance Monitoring](#)

[> Biosecurity](#)

[> Incidents](#)

[> Enforcement](#)

## The regional sector context

Regional council responsibilities and their legislative framework are at the core of council engagement with communities, to enable the delivery of activities, promoting healthy environments and prosperous economies. Activities are planned, delivered, monitored, and reviewed with regular customer and community engagement points. They are funded by general and targeted rates, user charges, grants, and income derived from investments.

### Community, environment, and economy

The Regional Council Context diagram depicts how regional council work supports engaged communities, healthy environments, and prosperous economies. At the core is regional council policy, plans and process – providing the direction for the work undertaken by the council. This in turn enables councils to evaluate policy, plan, and process effectiveness.

### The customer

Customers are at the centre of all daily activities, providing vital insight and information into the happenings in the environment, economy, and community. The customer is an integral part to the success of all regional councils and involving customers in the process is vital to achieving this success.

### Council engagement

Our customers need efficient communication channels to enable them to interact or react to events or incidents throughout the region. They may also have a level of deeper engagement with the council – through making an application or submission, requesting information, or otherwise interacting with the council on any aspect of regional council work and activities.

### Council activities

Council activities include authorising and permitting regulatory activities; inspecting and assessing compliance; providing advice and information; and planning and managing work. Monitoring activities are also undertaken, both by the council and through community-based monitoring.

### Monitoring and review

To evaluate effectiveness of policies, plans and process, councils require the ability to review their work. This includes the reporting and analysis of council data sets and sharing this through a variety of communication channels.

The elements surrounding the regional council structure as shown in 1.1 Regional Council Context represent the functions that are supported by a software solution. Respondents will need to demonstrate in their responses how their solution enables councils to not only deliver this capability in a regional council context, but also how the solution enables regional councils to evaluate policy and plan and process effectiveness.



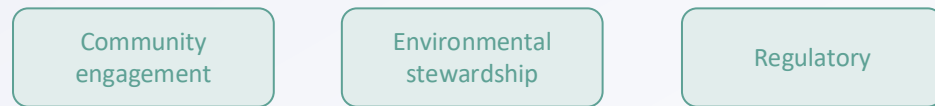


# The regional sector framework

The Regional Council Responsibility Framework shows the relationship between the business functions of regional councils, in the context of both RSHL and the IRIS Next Gen solution. It is important to note that relationships exist between the hierarchies of levels – none exist in isolation, and the successful respondent will be able to demonstrate how their solution can cater not only to the business functional requirements, but the relationship that data or a business record has with other functions.

## Responsibilities

The responsibilities represented in the framework relate directly to council activities in accordance with the Long-Term Plans (LTP) of the 16 regional councils. These have been grouped into seven key responsibility areas. The following responsibility areas are supported by the IRIS Next Generation solution:



These responsibilities are shown in teal in the framework. The other responsibility areas (shown in grey) are of no lesser importance to regional councils; however, they are supported by other software solutions.

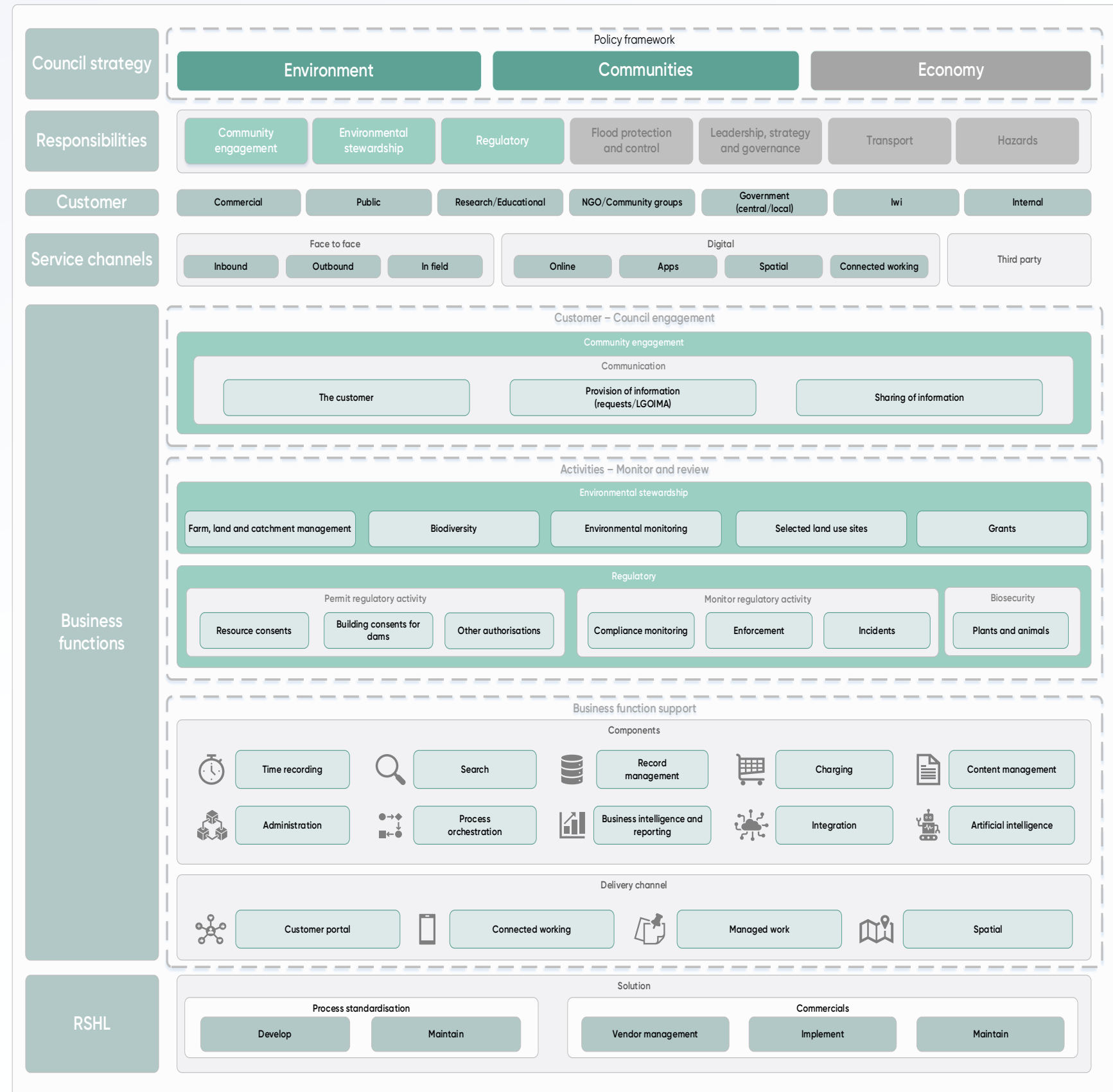
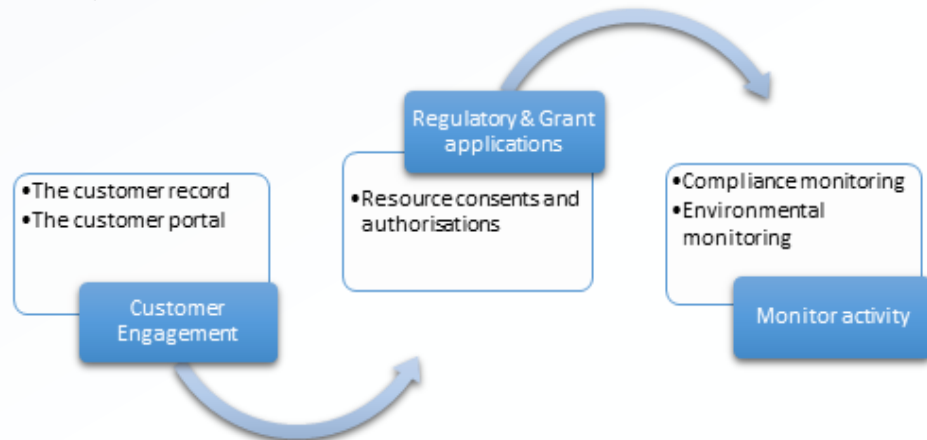
## Customer

Regional councils require a consistent customer model to enable delivery of activities and services to a range of customer types, via both face-to-face and digital communication channels. The customer solution must have the ability to segment, classify and define customer relationships, to allow councils to work with customers in the most appropriate way and target services and invoicing.

Customers must be able to engage with councils via their preferred method, and council staff need the ability to communicate with customers efficiently, in a timely manner.

## Business functions

Regional council business functions reflect the business activities that are delivered to customers, via their preferred channel, in accordance with strategy and responsibilities. As with the framework, the business functions within do not exist in isolation or silos – a business process may involve one or many of the business functions. For example, a customer applying for and being granted a resource consent will have elements of the following business functions:



## Community engagement

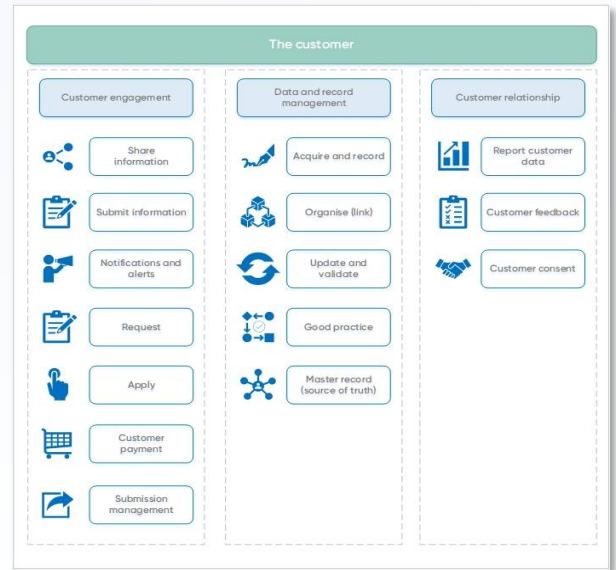
The community engagement responsibility area includes the following workstreams: the customer (storage and management of customer data), provision of information (customer requests) and sharing of information (reporting and business intelligence tools).

### The customer

As shown in the regional council responsibility framework, regional councils deliver activities and services to a range of customer types via both face-to-face and digital communication channels. Effective and efficient communication and engagement requires a solution that supports the following activities: Customer engagement, customer data and record management, and customer relationships.

Process summary and diagram(s):

- The Customer

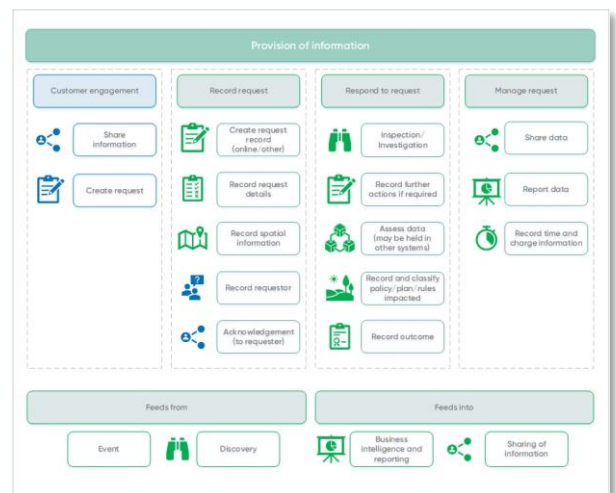


### Provision of information

This activity area encompasses customer requests for information, including those that are to be managed in accordance with the Local Government Official Information and Meetings Act (LGOIMA). The activities to be supported include initial engagement with the customer (either face to face or digital), recording the request, responding to the request and managing the request.

Process summary and diagram(s):

- Provision of information



### Sharing of information

Sharing of information will be delivered by effective reporting and business intelligence tools. Councils require the ability to plan, execute and share information to inform both individual customers and groups of customers.

Process summary and diagram(s):

- N/A – Sharing of information is made up of all processes.

## Environmental Stewardship

Environmental stewardship responsibility areas encompass work programmes across the following workstreams: biodiversity, farm, land and catchment management, environmental monitoring, selected land use sites (contaminated land) and the management of grant applications.

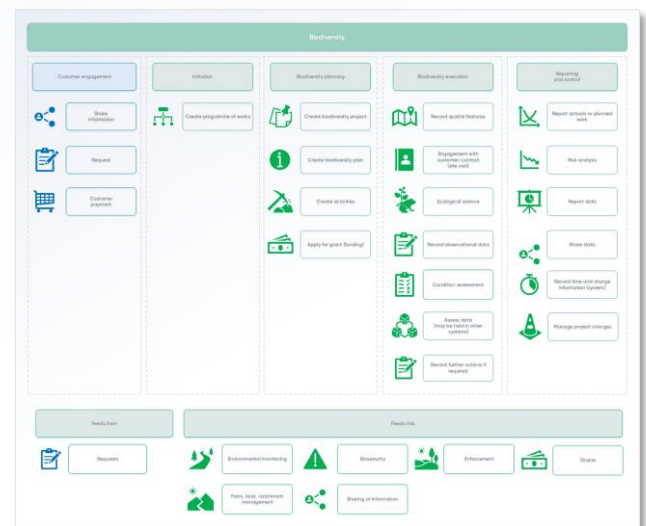
The environmental stewardship responsibility areas introduce the Place Plan terminology. A Place Plan is a concept that enables regional councils to maintain a record of information about something they want to manage. An example of a Place Plan could be a farm, an operational area for biosecurity control, a pest plant infestation, a contaminated land site or a structure that is to be assessed for fish passage. A Place Plan will hold relevant information (both spatial and forms based) by record type and link to the relevant regional plans, policies, and objectives.

### Biodiversity

Biodiversity activities promote the identification, restoration, and enhancement of significant biodiversity within the region. This requires engagement with several customers, including individuals, landowners, funding providers and volunteer and community groups. Biodiversity project initiation requires the ability to create projects to manage specific biodiversity work programmes. Biodiversity planning involves the creation of Place Plans and activities to efficiently manage funding and resources, while biodiversity execution involves undertaking activities from fencing through to ecological science. Reporting and control allows councils to manage biodiversity risk, and report on programme and policy effectiveness.

Process summary and diagram(s):

- Biodiversity

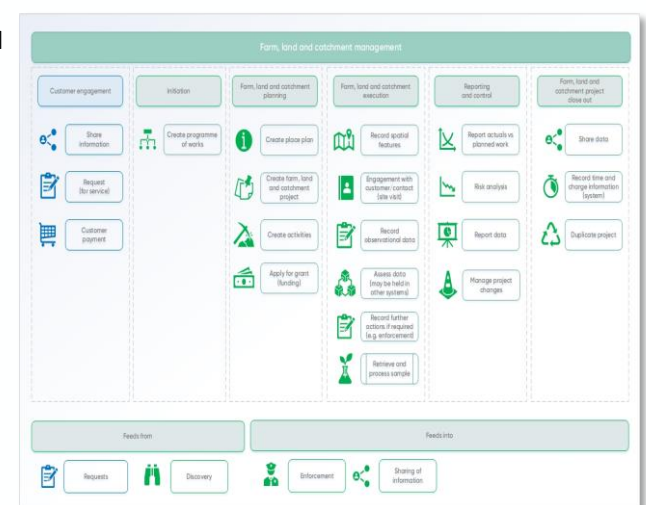


### Farm, land and catchment management

Farm, land, and catchment management activities promote sustainable land use and healthy waterways. Programmes of work include soil erosion management, riparian fencing and planting programmes and catchment health initiatives. Councils engage with and provide advice to, a wide range of customers, including farmers and other landowners, iwi and consultants. Like other environmental stewardship functional activities, effective farm, land, and catchment management involves planning, the creation of Place Plans and activities to efficiently manage funding and resources, and execution of these. Reporting and control allows councils to manage risk, and report on programme and policy effectiveness.

Process summary and diagram(s):

- Farm, land and catchment management



[< back to contents](#)



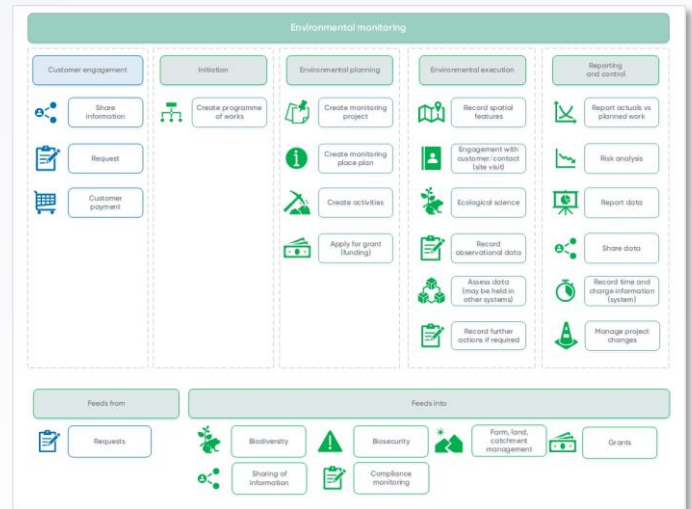
## Environmental Stewardship cont.

### Environmental monitoring

Environmental monitoring activities include management of State of the Environment monitoring, air, land and water monitoring programmes, for example the management of fish passage requirements under the National Environmental Standards for Freshwater. Activities include planning, creation of Place Plans and activities to efficiently manage funding and resources, while execution involves undertaking activities including scientific monitoring. Reporting and control allows councils to manage environmental risk, and report on programme and policy effectiveness.

Process summary and diagram(s):

- Environmental stewardship

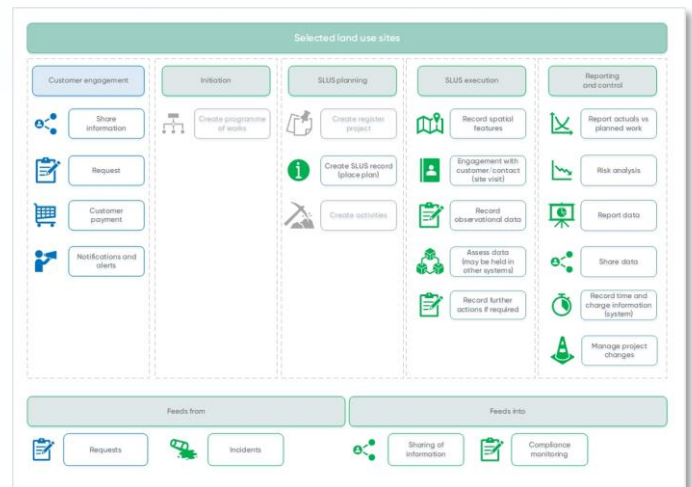


### Selected land use sites

Selected land use sites are areas of land that are, or have been, associated with the use, storage, or disposal of hazardous substances. Councils are required to have a register of these sites to manage the risk posed to community health and the environment. A Place Plan record would hold the classification data about the site, the Hazardous Activities and Industries List (HAIL), risk assessment, and this information can be shared with customers via a customer portal. Customers can digitally request and be provided with a report of the most up to date information about a site.

Process summary and diagram(s):

- Selected Land Use Sites (SLUS)



### Grants

Working with customers for the application of environmental enhancement grants.

Process summary and diagram(s):

- Grants

## Regulatory

The regulatory responsibility area refers to councils' legislative functions, with specific reference to the Resource Management Act and the Biosecurity Act. Permitting and consenting regulatory activity encompasses receiving and processing applications, while monitoring regulatory activity covers the initiation, planning and execution of compliance activities and work programmes. Where legislative non-compliance is found, councils invoke incident and enforcement processes.

Council's biosecurity activities are undertaken in accordance with the Biosecurity Act together with council's regional plans to control and/or eradicate pest plants and animals from their respective regions.

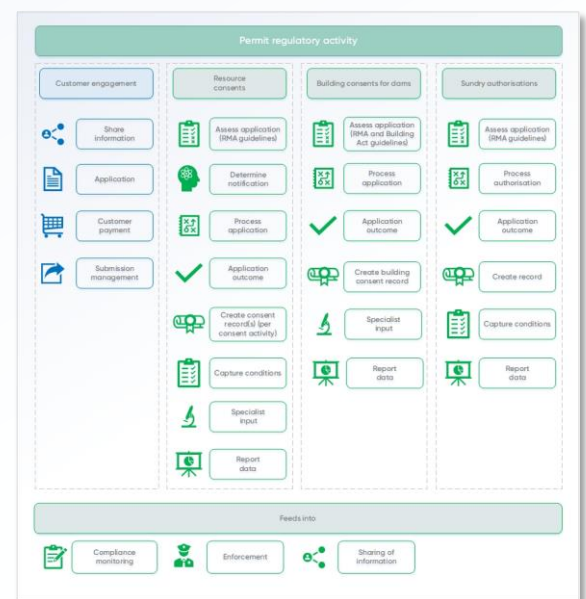
### Consents, permits and authorisations

Regional councils grant resource consents, building consents for dams, permits and other authorisations to avoid, fix or reduce effects on the environment resulting from an activity. This includes:

- Resource consents (discharges to land, water and air; land use consents; water permit and coastal permits)
- Permitted activities (minor activities that are permitted by rules in regional plans or national environment standards)
- Building consents for dams
- Special events
- Certificate of compliance

For each type, councils provide advice and information to customers, receive (digital) applications, process applications in accordance with the RMA and grant the resulting consent or authorisation. Councils are required to report data to central government on the regulatory activities that occur in their region.

Process summary and diagram(s):



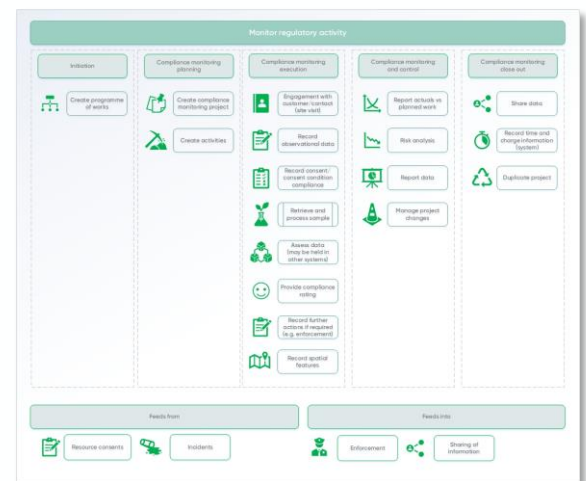
- Permit regulatory activity

### Compliance Monitoring

The environmental performance of consent holders is closely monitored by councils, with results reported to the community. Consents are monitored by assessing compliance with consent conditions and parameters, including water sampling, biological surveys, soil sampling, stream flow measurements, odour surveys and ecological surveys. Monitoring programmes range from the assessment of a single consent, to large scale industrial sites with multiple consents, or catchment programmes with multiple consents and consent holders.

Regional council consistent good practice enables the efficient and effective management, planning, execution, and reporting of monitoring projects, activities and inspections (assessments) that are carried out on a user-pays basis.

Process summary and diagram(s):



- Monitor regulatory activity

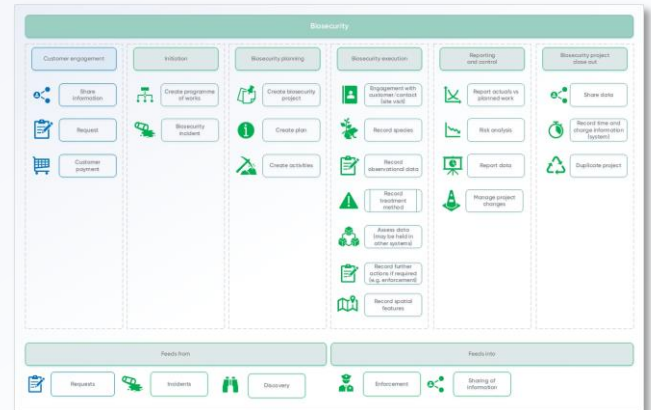
[< back to contents](#)

## Biosecurity

Biosecurity activities are guided by council’s regional plans to control and/or eradicate pest plants and animals from their respective regions. Councils collaborate with landowners and communities to plan and execute pest control and eradication programmes.

Process summary and diagram(s):

Monitor regulatory.pdf

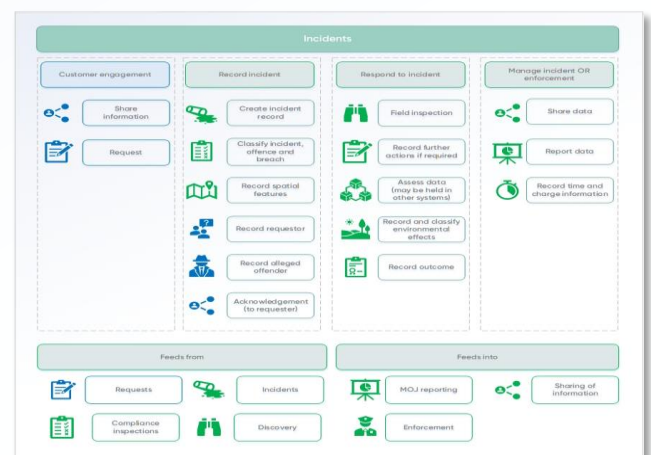


## Incidents

Environmental incident response is initiated by customer engagement (reporting) or discovery by council officers in the field. Councils require the ability to record and respond to incidents, and to share and report incident data.

Process summary and diagram(s):

- Monitor regulatory

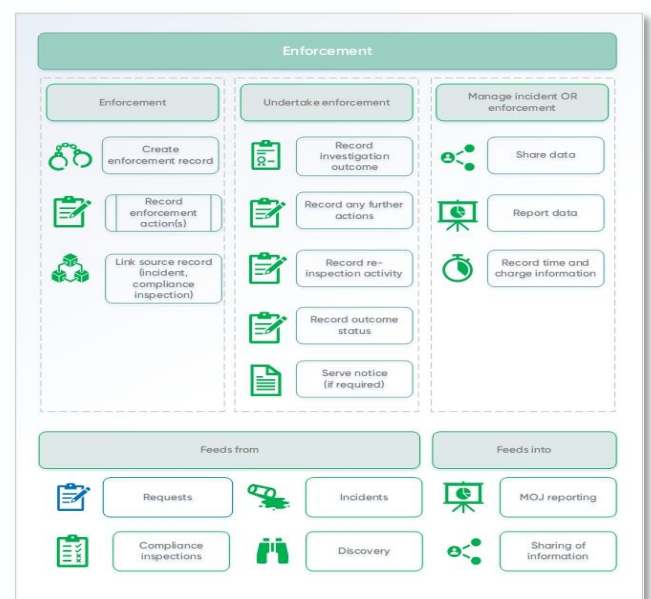


## Enforcement

The decision to undertake enforcement can be raised from either an incident (environmental or biosecurity) or from compliance monitoring activities. Regional councils have powers to undertake enforcement under the RMA or the Biosecurity Act and actions range from enforcement letters to prosecution.

Process summary and diagram(s):

- Monitor regulatory





Council  
Collaboration  
Into Action



Regional Software Holdings Ltd, PO Box 1007, Palmerston North 4440



[Info@rshl.co.nz](mailto:Info@rshl.co.nz)



[www.rshl.co.nz](http://www.rshl.co.nz)