

The New Zealand Post Management Excellence Awards

2000

Executive Summaries



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Technology Application

Auckland Regional Council

Correspondence, Records and Information Management Systems (CRIMS)

Auckland Regional Council is committed to providing “systems that enable us to support key decision making and measure performance to know we are making a difference enabled by: appropriate information technology with well-skilled staff who know how to use it and an organisational culture that values information.” This project, which upgraded the Council’s Records and Archives management system, not only incorporated systems design and roll-out, but was unique in its strategic collection of organisational research and information, which had to meet National Archives records requirements as well as meeting a raft of Records Management legislation and organisational informational requirements. Coupled to managing current records the software also had to be able to manage Archival records which are an essential source of information to support the Council’s functions, for retrieving information about precedents, rights and responsibilities, and for preserving the Auckland region’s cultural heritage. The new system meets all of these varied requirements and more all, the while coming under the ten thousand dollar mark from conception to implementation.

Porirua City Council

Water Asset Management Plan

Porirua City Council is committed to the delivery of the best water service to its customers and has developed a Water Asset Management Plan based on customer requirements.

These customer requirements were identified through focus groups, and as a consequence three key performance indicators were derived focused predominantly on reliability of supply. This led Council to investigate the factors that influence reliability, and as a result asset management strategies were developed that would reduce water outages. These included initially a toby valve and lead replacement programme. A direct financial benefit of the strategy will be to reduce maintenance costs by 21%.

Apart from what is a New Zealand first in developing asset renewal strategies, innovative techniques are being used in the implementation and reporting phases. These are the use of electric freezing technology to isolate individual toby valves, and the unique use of the MITS Hansen Information System for monitoring and reporting in the success of the renewal strategies.

Wellington City Council

Wellington City Libraries Delivering on Council Strategies

E-city is our new website development - drawing together a pair of virtual magazine and newspaper megastores, our extensive web-enabled book catalogue and a large biographical resource. This innovatively meets our Council's strategies for

- ❖ increasing accessibility and availability – both in terms of access points and time frames available
- ❖ extending the range of information available for personal development, lifelong learning and supporting the business sector
- ❖ providing more equitable distribution – information when and where customers want it
- ❖ encouraging greater use of library resources.

Innovative promotion

Our promotional strategy has been multi-layered

- ❖ tailored to individual customer profiles – both existing and untapped
- ❖ fostering partnerships with community and educational stakeholders.

Successes

Our citizens are using this huge all-in-one package of information nearly four times higher than projected.

The results speak for themselves – our customers are using e-city whenever and wherever!

Community Relationships

horizons.mw and Wanganui District Council

Lower Whanganui River Study – Building Community Relationships

The Lower Whanganui River Study has seen a potential disaster transformed into a success story.

Erosion, instability and flooding were causing the riverbanks to fall away, disrupting services and causing concern in the community.

The need for a planned, comprehensive approach was highlighted when initial repair work at one problem site was washed away, the bank slumped further and cracks appeared on the road.

A number of disparate groups recognised that we had a big problem on our hands but that by working together, we could reach some solutions. The Wanganui District Council and horizons.mw Regional Council took the lead in bringing Iwi and various agencies together to develop a strategy for the long-term management of the lower Whanganui River.

The study has resulted in a 20-year programme to protect the Whanganui River and its environs as a community asset – an excellent outcome for the interested agencies and our community.



Pounamu Whanganui
HE HIKOI MIHARO!

Manukau City Council

Treaty of Waitangi Toolbox

The Treaty of Waitangi Toolbox brings together in one place the tools Council staff need to improve Council's response to tangata whenua and the Treaty of Waitangi and to facilitate the organisational change required to manage this.

North Shore City Council

FAB – Ferries and Buses

North Shore City Council has recently completed an extensive eight-month participatory community consultation process called Project FaB (Ferries and Buses). This project has been aimed at identifying immediate opportunities to improve local public transport in order to ensure that the system meets the needs of the local community.

Project FaB (Ferries and buses) has provided the public with a number of ways to voice their suggestions, including a survey, feedback forms, open forums, workshops, newsletters, a website, and a standing invitation to write, phone, fax or email their comments and suggestions.

All of the suggestions generated by the community have been collected and considered by the FaB Technical Advisory Committee. This committee is made up of the stakeholders, including representatives of the public transport operators, and the transport planners. The outcome of this project is an adopted Action Plan of improvements that will be implemented over the next three years.

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Selwyn District Council

Civil Defence

Selwyn District is a far-flung rural district which includes the Alpine Fault line and many smaller fault lines beneath its hills and alluvial plains. The need for vigilant community level Civil Defence teams was recognised by the District Council in 1998 following several years of regional council management of the district's Civil Defence. During this period, township level Civil Defence capabilities had not advanced.

Following the appointment of a District Civil Defence Officer in 1998, a plan was devised to build and train township Civil Defence teams. The plan involved consultation with the communities and the provision of logistical support and training. Emergency services were also consulted so that Civil Defence sector posts could be moved from primary schools to the most appropriate local facilities (e.g. fire stations).

The result of this process is a district-wide network of highly-motivated and cost-effective township Civil Defence teams which are well-integrated with local emergency services.

Selwyn District Council

Council Call

In April 1998 the Council opted for a radical solution to a widely perceived need – the need to communicate more effectively with the dispersed population of the district. Instead of placing newspaper ads on an ad hoc basis and relying on newspaper reporters to impart information, a decision was made to publish a consolidated weekly noticeboard in one paper only and to tender the contract for this. The aims were to:

- increase the audience for our public notices;
- improve the readability of our notices by using prime placement, plain language (average characters per word = 5 or less), colour layout and illustrations as much as possible; and
- improve the cost-effectiveness of our advertising.

On all counts the noticeboard, titled *Council Call*, has been a resounding success. Our audience has increased from less than 30% to more than 70% of the population, readability has significantly improved and the newspaper costs per column centimetre have fallen by 45% between 1998 and 2000. The strongest unsolicited endorsement is the fact that Christchurch City Council has now followed the *Council Call* example.

South Wairarapa District Council

Greytown Main Road Project

Greytown was the first inland town settled in New Zealand. The business area developed to service the rural farming community. With a decline in fortunes of farming and the apple industry, Greytown, like many rural towns, faced a difficult and unknown future.

However, the Greytown business community and associated groups are positive about how they can continue to keep their town not only alive but thriving.

The Greytown Main Street Project developed from an opportunity to underground power services through the town. This became the catalyst to getting the community to discuss how they saw the town's future prospects and the way that they would like to see it develop.

The Main Street project has drawn the business sector, interest groups, and the South Wairarapa District Council together, to work towards a series of common goals. An enthusiastic and focused community group has been set up to drive the process with the support from the Council.

The Main Street Development Plan, which has the community's full endorsement, comprises five linked projects that will be implemented in stages over a five year period as funding becomes available.

The Greytown Main Street project has inspired both the Martinborough and Featherston communities to consider adopting a similar approach to the long term development and enhancement of their towns.

Management of People



Te Kaunihera o
MANUKAU
City Council

Manukau City Council

Manukau Leisure Services

Translating Strategy into Action by Focusing Staff through Aligned Business Planning, Measurement and Recognition

Manukau Leisure Services, a division of Manukau City Council, has a vision and business requirement to lift performance in readiness for possible entry into a contestable market. It is a service industry with dedicated, enthusiastic staff who are critical to the success of any change initiative. An innovative system was required to harness this resource and translate vision into action.

A 'whole package' system, including business planning, measurement and recognition was envisaged to translate the business vision into action; to have all staff clear about where the business is heading and identify the contribution they make on an individual or team basis.

The concept includes alignment of individual objectives with strategic and business plans and a recognition system that rewards delivery of these objectives. An important facet has been the development of staff skills in knowledge management, particularly analysis of data and translation into tactical plans to improve the business.

Process Management



Dunedin City Council

Citizen Direct

Dunedin City Council's Citizen Direct Project aims to improve customer service by providing easy and cost effective access to information and services through the best use of technology.

As Council's services are symbiotic, relying on accurate and accessible information from across Council, a number of key strategic projects were commenced simultaneously to attain this goal.

The strategic projects were equally symbiotic. If one project faltered it affected the progress of all the others, so each was conducted using the same process management model.

This included workshops for the public and all staff, a multi-pronged communication strategy, careful charting of individual and combined project goals, and a refocusing of staff aims toward meeting customer needs.

The results:

- staff working in multi functional teams developing systems that manage processes more effectively
- benefits to customers, with faster, more accessible service in key areas
- corporate-wide information sharing mentality significantly enhanced staff performance.

Hauraki District Council

Planning Process Management

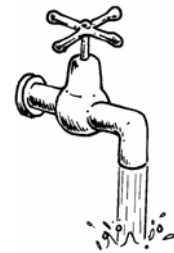
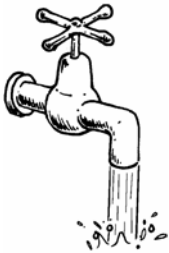
This project examines the Annual Plan processes used by the Hauraki District Council to identify areas where improvements in planning processes can be achieved. The project commenced with a review in March 1999 of current methods. The review identified ten areas where improvements could be made.

The purpose of the report is to demonstrate that the following challenges have been met.

1. To establish a process that would enable the Long Term Financial Strategy, Funding Policy and Annual Plan to be developed with a relatively new Council and in time for adoption by 30 June 2000.
2. To establish a corporate reporting process that demonstrates clear linkages between individual performance measures and the Council's strategic directions.
3. To establish a process that enabled consideration of estimates of expenditure in direct relationship to corporate directions.
4. To develop a process that enabled the review of the Long Term Financial Strategy, funding Policy and Annual Plan in a co-ordinated pragmatic and effective manner.

Measurement of that achievement would be by assessing the 2000/2001 plan development against a series of objectives set after a review. This report and appendices demonstrate that the objectives have been met.

Developing Contacts for the Supply of Water to Major Industrial Users



The Problem

Many New Zealand Councils supply water to large industries on a very informal basis. Typically no formal contract exists guaranteeing supply, volumes, quality etc. These casual arrangements are based around the principle:- “provided you pay the schedule price we will supply you water for an indefinite period and will get in touch with you if something goes wrong.”

The Solution

Tasman District Council had this informal supply arrangement with three large Industrial users in our area and following twelve months of negotiations has developed a model supply contract for water, which formalises and legalises all significant supply conditions for these customers.

The Benefits

- Certainty of supply to significant end users (10 year contract with right of renewal).
- Essential for long term investment decisions by industries.
- Essential for Councils long term asset management planning.
- Certainty regarding quality, maintenance, back flow problems, interruptions.
- Certainty regarding price for the next ten years and a dispute resolution procedure.
- Introduction of conservation and forecasting measures.
- A general tidy up and confidence building exercise between Council and the Industrial users.

The report details how these contracts were achieved and the reasons for the clause wording. We also provide a pro forma contract for other Councils perusal and possible use.

Upper Hutt City Council

H²O Xtream

In rebranding our leisure swimming facility, we refocused our entire way of doing business on the younger teen market.

Holidays and weekends all have a strong teen flavour, with the music being “pumped up”, access given to “adult” features such as the spa, and the conversion of the lane pool to an aquatic playground. Media were chosen that could specifically target teens, with the added emphasis on regional promotion.

Staff training and processes have refreshed our brand values for staff, and we have a commitment to introducing a new aquatic toy every school term. We believe that the facility must stay fresh and exciting in the eyes of young teens, in order to be their first choice for a fun aquatic experience. Maintaining innovation and enhancing teen friendliness, both in terms of staff attitudes and product development, are our principal strategies for continued growth.

The key to success was in ensuring that the whole H²O Xtream business reflected the brand. The challenge now is to keep it that way!

Wellington Regional Council

Towards a Greater Wellington

Effectively communicating the Wellington Regional Council's ten year plans to encourage increased community involvement

Long Term Financial Strategies are a statutory requirement. They detail the goals of a council so its community understands what it intends to do.

Such plans require an emphasis on financial projections, yet *why* a council wants to do things is as important as how much it'll cost.

On that basis, and because we'd had a 'change of emphasis' in our goals, Wellington Regional Council decided to increase the focus on our philosophies.

Accordingly, we split our ten year plan document into two volumes – one a generic philosophy document, featuring people of the region, and the other a more traditional financial forecast – together called *Towards a Greater Wellington – Investing in the Future*.

The development of this package and its marketing were designed to increase community involvement. The details on how this was done and the tools used are provided in the paper. The result was increased community input into the long term planning process and a community mandate to increase the rates for increased investment in the future.

Auckland Region Mayoral Forum

The Pre-General Election Statement, Statement to the Incoming Government and Pre-Budget Statement

The Councils of the Auckland Region have taken a co-operative approach to advocacy, especially with central government. Prior to the 1999 election, the Auckland Region Mayoral Forum produced a Pre-Election Statement that put Auckland issues squarely before political parties. This was followed by a Statement to the Incoming Government and Pre-Budget Statement.