

The New Zealand Post Management Excellence Awards

2001

Executive Summaries



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Community Relationships

Auckland Regional Council

0800 Smokey

The Auckland region has a significant air quality problem. Many inner city streets regularly exceed World Health Organisation standards for air quality. A survey of community perception of air quality showed significant (97%) dissatisfaction.

On this basis, the Auckland Regional Council (ARC) created the 0800 SMOKEY campaign to both raise awareness of the major cause of air pollution (vehicle emissions) and to deliver a 'call to action' message that enabled the community to participate in an *immediate effect* solution. The community was asked to tune their vehicles and to 'dob-in' those that did not.

Through partnerships with a number of local businesses, particularly with advertising company, Colenso BBDO, an effective campaign was run and brought about huge community response.

The success of the 0800 SMOKEY campaign was due to creating a public mandate to address the air quality problem in Auckland. It has proven to be an effective and innovative management tool.

Contact: Maureen Marra (09 379 4420)

Auckland Regional Council

City Issues

"It's prosperous, diverse, dynamic and clean and it's the place people love to live" (ARC vision). As guardians of one of the fastest growing areas in the country the Auckland Regional Council recognises the importance of engaging our communities to help to sustain our natural resources and manage functions that have regional benefits for current and future generations.

Students are our future decision makers. The primary objective of City Issues was to increase awareness and understanding of the issues, for students to take responsibility to modify their behaviour, and to take action so that a sustainable environment may be achieved.

The project demonstrates co-operation and integration across many sections of the Auckland Regional Council (Transport, Air Quality, Land and Water Quality, Biosecurity, Cultural Heritage, Natural Heritage, Iwi Liaison, Strategic Policy, Parks and Community Relations). It also shows co-operation between councils - Auckland City and Waitakere Councils who have allowed us to use some of their existing material rather than produce new products.

Liaison with the formal education sector has been a key ingredient to the success of City Issues.

Contact: Hilary Chidlow (09 379 4420)

Christchurch City Council

Community Relations Model

The entry from the Christchurch City Council showcases, through examples of individual projects, a model of management whose prime focus is the building and cementing of relationships between the council and the community.

The Community Relations Model represents a new way of working. The process is “bottom up”, with a drive towards finding new ways of partnering. The vision is for the model to be a ‘flag carrier’ with regard to public accountability and building high levels of trust with the community.

One of the key purposes of the current Review of the Local Government Act 1974 is to encourage increased participation of citizens and communities in local government. The Christchurch City Council has anticipated this shift by putting in place an integrated community focused unit, based around the Community Relations Model.

The success of any model of management must be judged on whether it has met its original objectives. This is best demonstrated through the successful implementation and completion of ‘on the ground’ projects. It is those projects therefore, that form the basis of this entry.

Contact: Stephen Phillips (03 372 2436)

Environment Waikato

Harker Reserve

Integrated Biodiversity Management through Community Partnership

The Harker Reserve is a privately owned piece of native bush that is held in a Queen Elizabeth II National Trust covenant. The bush contains significant native tree species, streams, waterfalls and bird life.

This project is an excellent example of a fully **integrated programme** focused on **biodiversity** and total protection of bush areas, as a **joint partnership** between local communities and Regional Council.

The results of the project for the public:

- Walkways and signs for public access
- Perimeter fencing to eliminate stock access
- Animal pests reduced by initial controls
- Plant pest control defined
- A ‘healthy’ bush environment

The results of the project for the council:

- Implementation of an integrated approach to protecting biodiversity
- Management reporting focused on outcome measures
- Partnership process with an enthusiastic community group
- The ability to transfer the lessons learnt from this project to other sites

Contact: Clare Crickett (07 856 7184)

Manukau City Council

Pacific Peoples Policy

Manukau City Council's Pacific Peoples' Policy is the first policy produced by a local government agency in New Zealand to specifically address Pacific peoples' issues.

Manukau has the country's largest Pacific Island population (estimated at 60,000). Unfortunately a high percentage of our Pacific Island residents are victims of poverty, ill health, low income and poor educational achievement.

Pacific communities wanted to have their voices heard more effectively by Council and the Council wanted to be clear about its commitments to its Pacific communities and to demonstrate how it intends to live up to those commitments.

After consultation, Council has written the Pacific People's Policy. The policy aims to improve educational achievement and the health status within Pacific Island communities, increase economic development, improve employment outcomes, and their participation in decision making processes.

Council's role in implementing these outcomes will be one of advocacy; consultation on issues affecting their communities; and when appropriate, a contractor of community advisory services to Pacific Island organisations.

Contact: Yvette Bell (09 262 8900)

North Shore City Council

Project 2020 2020 Your Place Your Vision

The 2020 Your Place Your Vision project sets a framework for managing the growth and change of North Shore City over the next 20 years. It responds to the Council's Regional Growth Strategy commitments.

Growth is a major issue for the North Shore community. Extensive public input was vital to ensure that the developing strategy reflects community concerns and aspirations.

A comprehensive consultation strategy guided the consultation process and this has been successfully implemented. A range of techniques has been used to gain feedback from all sectors of the community. Innovative approaches included a one-day Community Planning Forum, Café cards, use of scenarios, and interactive website.

There has been a positive public response to this initiative. In total we have received 2,897 feedback forms and cards, and over 450 people have attended events. Clear messages have been received outlining concerns with current development trends and support for new planning approaches.

Contact: Giles Hughes (09 486 8400)

Palmerston North City Council

Wastewater 2006

A Hard Decision

When Palmerston North City Council, in order to meet higher river water standards, decided to upgrade its wastewater treatment rather than apply the wastewater to land, it knew that a significant number in the community opposed any discharge to the River. For example the relevant Regional Policy Statement refer to “culturally offensive issues of water such as mixing with human wastes, causing spiritual degradation”. This had been confirmed by consultation. It was also aware that many local authorities had had major difficulty in achieving acceptance and affordable solutions for sewage disposal. The Council’s decision therefore included:

A Concern for All

Inclusive Approach

- A “land passage” for treated wastewater as the method of discharge to the river, to be provided in collaboration with iwi.
- Investigation with iwi of the land passage and other potential enhancements to the scheme which would mitigate its adverse impacts.
- Further consultation with other affected parties over enhancements.

This Application concerns only the iwi consultation.

Empowering the Stakeholders

Accordingly, the Council invited the seven marae/hapu downstream of the city’s discharge to form a working party. The resulting Marae Ohu working party was independent of the Council but was given technical assistance. It met on marae and at the wastewater treatment plant. It reported to the Mayor and Councillors by way of a presentation at a hui on a marae.

Compromise – Benefit and Burden

The Marae Ohu working party reiterated its expectation that ultimately discharge to the river will cease. It would support the Palmerston North City Council provided five features were incorporated in the scheme. It acknowledged that throughout the process there had been co-operation and support of the staff and consultants of the Palmerston North City Council. While the outcome did not satisfy the working party’s fundamental belief of “nil discharge”, progress had been made and relationships cemented. It “would like to work with the Council to monitor the effects and results of what we have achieved so far”.

Building Relationships

A Great Result

The Council incorporated all of the recommendations and conditions of the working party into its final scheme.

A Worthy Project

The process of formulating the scheme was a shining example of Excellence in Community Relationships, demonstrating:

- | | |
|-------------------------|--------------------------------------|
| • the Council’s vision | • results through project management |
| • public participation | • innovation |
| • benefits from outcome | • the right thing to do |

Contact: Philip Walker (06 356 8199)

Porirua City Council

Porirua City Strategic Plan 2000-2010

The Porirua City Council prides itself in listening to the community and delivering to meet or exceed their needs. In this report you will read how the Porirua City Council facilitated a process in 1999 for the City to establish a 10 year vision in its Strategic Plan 2000-2010. The Council managed an extensive consultative process which received great support and participation from the community. The result is an innovative and leading edge example of citizens and decision makers in a local community working together to promote their social, economic, cultural and environmental wellbeing in the present and for the future. Results achieved within one short year have been a stream of positive actions throughout the community towards achieving the vision:

“Porirua City is an exciting place, full of life, colour and fun. It has energy and heart.”
“Ko Porirua, he wāhi whakaongaonga, he ānga rekareka.”

Porirua City's 2000-2010 Strategic Plan is a community success.

Contact: Roger Blakeley (04 237 5089)

Rodney District Council

We Are One Reason People Feel Good About Rodney

My mission on becoming Chief Executive at Rodney District Council in September 2000 was to build a strong, positive relationship between the organisation and the Rodney community.

On my arrival, I discovered an organisation operating on the borrowed goodwill of a dedicated but weary staff. I made a promise that we would tread the path of leading organisations - those that have built their business success on good relationships with their customers through excellent, consistent service. In other words, how you do things is the key to success and that starts with how you build the self-esteem and confidence of your staff within a clearly articulated framework.

This paper describes how the common practices of the leading organisations are being adapted to local government and the early evidence that this approach can succeed. The Rodney path is commended to any management team looking to refresh what they do.

Contact: Wayne Donnelly (09 426 5169)

Taranaki Regional Council

Development of Multi-Events Stadium at Rugby Park Investigation of regional funding

The Taranaki Regional Council was approached to provide regional funding for the development of a multi-events stadium at Rugby Park, New Plymouth.

As this was a totally new activity for the Council and outside its existing core functions, a set of guiding principles was adopted to assist the Council through the evaluation process.

The process commenced with the Council neither supporting nor opposing the funding request. However, it did note that this was an important decision for the whole region and the ability of the Taranaki Regional Council to be able to undertake a regional process was vital. Applying the guiding principles throughout the evaluation process allowed the Council to accurately determine the requirements, expectations and preferences of the regional community.

After understanding the wishes of the regional community, the Council resolved to provide the funding subject to a number of conditions being satisfied.

Contact: Mike Nield (06 765 7127)

Tauranga District Council

Expo 2001

The Tauranga District Council Expo is the "showcase" of the entire operation of council. The exhibition creates an active council environment featuring each department, a councillors' forum and displays by council's community partners.

The Annual Plan is the overall theme of the Expo and the process and information pertaining to the coming year's budget is available. The major projects that are highlighted in the Annual Plan are on display for consultation and comment.

More than 4000 people visited the 2001 Expo over a two day period in April. Residents and the business sector now view the Expo as a "must see" exhibition to participate in what is really happening in the community.

The annual Expo is an excellent forum for consultation, which has resulted in a reduction of complaints and a better understanding of what council does.

Contact: Margaret Cooper (07 577 7000)

Thames Coromandel District Council and Environment Waikato

Community Engagement in Whangamata

Successful community engagement was a pre-requisite to address the concerns of the Whangamata community about the state of its environment and strained relationship it had with District and Regional Councils. The community needed to regain control and confidence in its future.

The community engagement process was designed by the community and for the community. The participatory process successfully coalesced the community, and created a blue-print for the future for this community and a model for others.

The process demonstrated the benefits of inter-agency co-operation, markedly improved working relationships with the community, a keenness by the community to work together in the future, and a tangible product in the form of a Community Plan.

We believe that this project is a “first” for local authorities in New Zealand. Some councils are involving their communities in planning, but none, to our knowledge, have gone outside the traditional paradigm, in a co-operative approach between district and region.

Contact: Chris Samson (07 868 6025)

Wanganui District Council with Wanganui Police and Police Volunteers

Listening to the Community – Multi-Agency Work in Action

Residents in Castlecliff, a low socio-economic suburb of Wanganui, maintained they were neglected by the rest of Wanganui.

Late 1999, Wanganui Police Volunteers surveyed some Castlecliff residents. The response was surprisingly positive and people interviewed were pleased to be involved.

The feedback from the initial survey led to establishing a multi-agency group, including the Wanganui District Council, Police Volunteers, Police, Fire Service, Hospital, Polytechnic, Housing New Zealand, Safer Community Council, Castlecliff United and the Truancy Service.

This group collectively surveyed 266 residents.

Good media coverage of the results helped dispel incorrect anecdotal information and boosted positive perceptions of Castlecliff.

Key survey results were delivered to all households in Castlecliff.

The results identified follow-up work for agencies, such as establishing new Neighbourhood Support Groups.

Immediate and six-month evaluations took place.

The multi-agency group moved on to other projects.

Contact: Rosemary Hovey (06 349 0001)

Wellington City Council

Waterfront Project

In early 2000 Wellington was in uproar over Variation 17 - the City Council's proposed variation to the District Plan to cover the inner harbour waterfront land. More submissions were received on this than any other planning issue in the city's history, with 94% opposed to the Variation proceeding in its current form and the Council deeply divided over it. The challenge for the Council was not just how to find a way through the mayhem, but how to rebuild its relationship with a deeply suspicious public and find a sustainable solution to the waterfront.

By February this year there was 72% support amongst Wellingtonians for a new direction being proposed and in April this framework for the waterfront was adopted unanimously by the Council. This project shows how overwhelming opposition to Variation 17 was turned around into support for the new framework through effective and innovative community relations.

Contact: Karen Wallace (04 801 3409)

Wellington City Libraries

School Partnership Programme

Wellington City Libraries observed barriers which were impacting students' ability to access information and library resources. A programme was advanced with key education groups to develop and implement two major initiatives. Both involved taking the library to the school.

Books On Wheels (BOW) was targeted at primary schools who were unable to visit due to distance, with priority given to low decile schools.

E-city to secondary students

The main focus of this year's initiative with our massive magazine database was working with secondary school teachers to use as a core classroom resource.

Our school partners concluded that working on the programmes together has enabled enhanced access and improved the information environment of students. Our community partners view these projects as important and vital to create lifelong readers and assist with learning outcomes.

Wellington City Council benefits from much more effective use of resources invested and active community involvement.

Contact: Janet Attrill (04 801 4040)

Management of People

Auckland Regional Council

Competency Based Remuneration System

The ARC recognises that our people are our strategic advantage and therefore the human resource focus over the last couple of years has been “to recruit, develop and retain fantastic people”. To help achieve this, we used a competency based remuneration system as a key culture change tool – a management system to define and reward expectations.

The primary objective was to create a more relevant remuneration system, which appropriately recognises the contribution and value added by all employees, relative to one another and relative to the market. The previous system (a points based remuneration system), had passed its ‘use by’ date. We needed a system to meet the needs of our dynamic, flexible and complex organisation.

The annual remuneration review is no longer a case of managers ticking a box labelled “yes - 5% increase”! The new process requires a quality conversation between an employee and his/her manager, using a common language (the competency model), talking about common expectations and using a common framework for evaluation. Having these in place means that there is a greater chance of entering and maintaining an equal and meaningful employment partnership.

Contact: Anthony Hall (09 379 4420)

Dunedin City Council

Performance Development Review

The Dunedin City Council’s Customer Services Agency has developed a Performance Development Review (PDR) system to enhance the business performance of the Customer Services Agency.

The Performance Development Review system:

- provides a means of consistently evaluating all staff in terms of their contribution to the performance of the business
- focuses on maintaining or increasing the level of staff performance and supports their individual development
- supports the Customer Services Agency’s move towards quality management through staff being involved in negotiating personal development goals to improve individual performance and so better meet customer needs

The benefits have been three-fold with benefits to the:

a) Individual

- Clarification of job requirements
- Participation in objective setting
- Recognition of achievements

- Opportunity to improve performance
- Identification of training and development needs

b) Management

- Improved communication
- An objective basis for discussing performance
- Joint assessment of achievements
- Commitment to improvement actions
- Identification of high performers
- Identification of training needs

c) Customer

- Improved satisfaction with the level of service
- Customers receive a more timely service when contacting the Council
- Enquiries are handled by multi-skilled staff at the first point of contact
- Customers consistently receive a friendly and efficient service

Contact: Kevin Thompson (03 477 4000)

Dunedin City Council

Training Programme

The Dunedin City Council's Customer Services Agency has implemented an integrated training programme with the aim of developing the skills and knowledge of all staff so as to be able to meet future operational requirements and improve customer satisfaction.

The Agency is totally committed to developing its most valued asset – its people.

The development of the Customer Services Agency training programme has been an important project, and its success has been due to all staff enthusiastically embracing all training offered.

A learning environment has been successfully introduced where age, academic background or stage in career has not been seen as a barrier.

The training programme has resulted in a more consistent application of the required skills and knowledge, providing the customer with a more professional service, as confirmed by on-going survey results.

Contact: Kevin Thompson (03 477 4000)

Rodney District Council

Human Resources Strategy in Action

Following a period of intense political infighting within the Council, the establishment of a Commission of Enquiry, and the resignation of most of the senior management team, staff morale at Rodney District Council was low by anyone's standards.

This led to the appointment of a Commissioner and subsequently a new Chief Executive in October 2000.

The immediate challenge of the new Chief Executive was the introduction of an effective human resources strategy which would lift organisational confidence, indicate a new and compelling direction, restore public confidence in the organisation and lift customer service.

To achieve these goals a transformational leadership approach was adopted which focussed on:

- Vision, values, and clear direction.
- A structure which would integrate processes.
- A change programme which was led by the Chief Executive, but which would involve staff at all levels.
- Visibility of the Chief Executive to allow people to address concerns directly to him.
- A focus on people as the main driver for organisational success.

The strategy adopted was preceded by a period of research about the problems confronting the organisation and the impediments to excellent customer service.

A change process was then introduced using best practice human resource management techniques, including the establishment of a joint management and staff consultative committee, continuous and consistent internal communications, and the introduction of written values.

The programme is being measured through the introduction of an initial staff survey and a balanced scorecard, which integrates people, processes and organisational outcomes. Progress is also being constantly monitored and reinforced.

There have been some impediments and difficulties, particularly in the area of organisational redesign, however it is recognised that a programme of this type requires patience and persistence.

There are emerging signs that the programme is lifting the levels of staff satisfaction and customer service.

Contact: Lesley Piper (09 426 5169)

Selwyn District Council

Here There Be Dragons

In 1998 Council staff formed a dragon-boat team to improve workplace communication and teamwork. At the time, the Engineering staff and Planning staff were housed in separate offices (Leeston and Darfield) and had little contact. Even within the Leeston office, the Planning, Building and Corporate staff had little to do with each other.

The dragon boat initiative proved very successful in breaking down social barriers to communication, improving morale and cohesion across the organisation and particularly in the Planning Department. This was borne out by a survey of participants and their managers in 1999 and continues to the present time.

The latest evidence of improved functioning comes from the biennial Residents Survey, which shows a significant rise in approval ratings for most Council activities. While dragon boating is not solely responsible for this, it has made a significant contribution. It is now a self-managing component of the Council's corporate culture involving many staff and wider networks of friends, families and business associates.

Based on this experience, Selwyn District Council concludes that investment in sustained social teamwork as an effective method of enhancing staff development and of improving communication and cohesion within the Council and with the community.

Contact: Rowan Taylor (03 324 8080)

Thames Coromandel District Council

TCDC Performance Development Programme

In February 1999, Thames-Coromandel District Council Chief Executive, Steve Ruru, launched his staff on a journey of personal growth and learning.

The objective: to move the organisation into the 'zone of world-class' where it would be seen as a leader within the sector.

To move an organisation towards excellence requires competent, innovative people who take responsibility for what they do.

Beginning with organisational values, a staff team developed a comprehensive and integrated performance development programme which reinforced the slogan "If it's to be it's up to me".

Using innovative project management techniques the team engaged the organisation in conversations about how:

- jobs are defined and valued;
- performance is measured; and
- people are rewarded and progress.

The result? A consistent, affordable, transparent and fair performance development programme which encourages innovation, learning and personal growth as key ingredients in the journey to the 'zone of world class'.

Contact: Robyn Sherson (07 868 6025)

Process Management

Auckland City Council

Events Facilitation

Events Facilitation facilitates and permits all events and activities on open public space and provides information to customers about holding events in Auckland City. The team deals with a wide range of activities held on Parks, Streets and Squares such as parades, protests, weddings, private functions, sporting, art and cultural events, festivals and promotions. The team is customer focused and with the assistance of stakeholders such as the NZ Police and other departments in Auckland City, events and activities are able to take place while adhering to appropriate regulations.

The team continually improves its internal processes as well as the operational aspects of the activities it facilitates. The facilitative approach taken by the team in permitting activities has proven to be highly successful in mitigating potential operational problems. Events Facilitation provides an innovative and unique service that meets the diverse needs of its customers. The team utilises Event Facilitators to bring together stakeholders and activity organisers to ensure that events of any size occur safely and successfully in Auckland City's outdoor venues.

Contact: Tara Pradham (09 353 9592)

Auckland City Council

Making Order Out of Potential Chaos

In mid 2000, ACC became aware that there were a number of Telcos who were proposing to install new telecommunications cabling and associated equipment through the central business district (CBD) of Auckland City as well as in other parts of Auckland City.

The current legal position is that Territorial Local Authorities ("TLAs") have very limited powers to impose conditions on how such work can be undertaken. The situation ACC potentially faced was one where there was sequential activity in the roads and footpaths as and when each Telco chose to commence work.

The approach ACC adopted was to:

- review of legislative and case law position to determine the rights and obligations of ACC and the various stakeholders;
- consult with various stakeholders to ascertain their objectives and motivations;
- determine what objectives ACC wished to achieve from the process;
- negotiate with the Telcos with a view to achieving Conditions of Working that they would agree to abide by;
- monitor results and provide feedback; and
- communicate the results to key stakeholders.

Extensive consultation and communication was undertaken as a key component of this project. This included discussions and meetings with the Telcos themselves, other utility providers, business and resident groups, the ACC Council and general communication with the ratepayers and residents of Auckland City.

The negotiations lasted for a period of four months and resulted in a very comprehensive set of Conditions for working in the Road and Footpath that the Telcos agreed to abide by.

A subsequent outcome of this project has been the decision of ACC, in association with a number of other Councils, to jointly make a submission on the Telecommunications Bill that picks up on the key issues that arose from the project. It is hoped that the legislation can be amended so that TLAs have appropriate powers to impose definitive conditions for working in the roads and footpaths.

Contact: Bryan Taylor (09 379 2020)

Auckland Regional Council

0800 Smokey

The Auckland region has a significant air quality problem. Many inner city streets regularly exceed World Health Organisation standards for air quality. A survey of community perception of air quality showed significant (97%) dissatisfaction.

On this basis, the Auckland Regional Council (ARC) created the 0800 SMOKEY campaign to both raise awareness of the major cause of air pollution (vehicle emissions) and to deliver a 'call to action' message that enabled the community to participate in an *immediate effect* solution. The community was asked to tune their vehicles and to 'dob-in' those that did not.

Through partnerships with a number of local businesses, particularly with advertising company, Colenso BBDO, an effective campaign was run and brought about huge community response.

The success of the 0800 SMOKEY campaign was due to creating a public mandate to address the air quality problem in Auckland. It has proven to be an effective and innovative management tool.

Contact: Maureen Marra (09 379 4420)

Hurunui District Council and Christchurch City Council

Practical Energy Management in Rural Areas

The Hurunui District Council and the Christchurch City Council have developed an innovative approach to energy management which has enabled one of the smaller authorities in the country to increase efficiency, reduce costs and make energy efficiency and conservation an integral part of council operations.

With a population of only 10,000, Hurunui District lacks the resources of urban councils to engage its own energy manager or consultants. But by working with the Christchurch City, an authority with a major commitment to sustainable development, the councils have developed an effective energy management model which enables smaller councils to gain big-city benefits while still maintaining full independence in their decision making. Based on the success of this model, two other district councils in Canterbury have resolved to introduce energy management into their own operations.

Benefits have accrued to both. Hurunui has achieved significant up-front savings and made energy efficiency a top-of-mind concern for staff throughout the organisation. The City has advanced its goal of promoting energy efficiency, contributed to the wealth of a rural area it services, and enhanced its purchasing and negotiating role in a way that will have benefits for its ratepayers.

The partnership has also enhanced the spirit of co-operation between two very different local authorities, building a platform for further collaboration and innovation.

Contact: Paddy Clifford (03 314 8816)

Auckland Chief Executive's Forum

Auckland Councils Regional Shared Services

Lead by Manukau City Council, the Councils of the Auckland Region have embarked on an innovative and courageous effort to bring about significant process management change in a variety of areas at a regional level. The nature of this change is to attempt to bring some of the processes that the Councils currently undertake separately together into a regional Shared Services model. As far as we are aware a Shared Services model has never before been tried before between a collection of independent sovereign entities such as Councils. So far the results are extremely promising. There has been a demonstrable increase in collaborative activities between Councils and very real progress towards developing options for the sharing of some services.

Contact: Grant Hewison (09 262 8900)

North Shore City Council

North Shore As-Built Software (NAS)

Recognising that a huge increase in customer service could be generated by changing processes for the submission of infrastructure asset data to the Council, the North Shore City Council has undertaken a major review of the processes used to exchange information between the Council and the many agencies which deal with the Council.

The review looked at the processes that were in place to exchange information between developers, surveyors, consultants and contractors who were working in the City on land sub division, asset construction and contracting projects.

Processes have been changed and are based on a set of documented standards that have been negotiated with the many organisations dealing with the Council.

To help agencies compile the data needed for activities such as land sub division, building and renewing assets such as water supplies, the Council has developed a tool which it supplies at no charge to users. This tool enables the extraction of data at the customer's work place in a format which facilitates the submission to the Council and the processing of that data.

The new processes have enabled the Council to commit to a two day approval turnaround for plans such as survey and as builts, reduced cost and effort by customers, improved data accuracy and completeness and lowered the cost of adding new assets to the Councils asset registers and Geographic Information systems to a few cents per asset.

The new processes have gained widespread acceptance and adoption and could easily have national application.

Contact: Tony Rogers (09 486 8400)

Queenstown Lakes District Council

Renewal of Concession for Exclusive Rights to Operate on the Shotover River

Creating an exclusive concession to a world-renowned public waterway, the Shotover River, for 25 years, requires great courage and skill.

Dramatically enhanced safety expectations, absolute commercial impartiality and intense public consultation were combined into a process of broad applicability in promoting and encouraging public safety.

Queenstown Lakes District Council recently had the fortunate opportunity to undertake a project under intense public interest and achieve results, which will benefit the local community, the tourism industry in New Zealand and a local tourism icon for many years.

The management and the outcome from this process was true innovation in local government.

Contact: Duncan Field (03 442 7333)

Environment Waikato, Constituent Territorial Authorities, and the Ministry for the Environment

Waikato Information Forum – a Local Government Partnership Initiative for Information Management

The Waikato Information Forum (WINFO) was established to coordinate the gathering and sharing of environmental information of common interest to local authorities in the Waikato Region. The Forum is administered by the Environment Waikato and includes all twelve territorial authorities within the Waikato Region, plus the Ministry for the Environment.

The WINFO project has created a local government partnership approach to a regional issue that:

- is the first of its kind in New Zealand
- provides a platform for implementing future expectations of local government, including those promoted in the recent central government e-strategy
- identifies information packaging opportunities (including environmental monitoring indicators) and practical tools to support achieving outcomes
- identifies formal partnerships and projects to ensure real actions are achieved, and duplication avoided.

The Forum is structured to address the long term, broadly strategic issues of information sharing as well as short-term specific projects. The main roles of Forum members are to provide the framework for planning and sharing information, and to identify and co-ordinate specific projects that can be carried out by specialist project teams, new or already existing inter-agency partnerships.

Contact: Beat Husar (07 856 0555)

Wellington City Council

HomeSafe

Wellington City Council has teamed up with the city's biggest taxi fleet in an initiative to help young people get home safely at night.

The Council-sponsored 'HomeSafe' scheme enables parents to buy pre-paid set-fare taxi vouchers for their teenagers to travel between the CBD and seven suburban zones.

The vouchers cost between \$9 and \$36 and are sold over the counter at all libraries and by the taxi company. They can only be used in a Wellington Combined Taxi and cannot be exchanged for cash. This gives parents piece of mind, knowing that the taxi money can't be blown on other things.

The Council's part funding of the scheme is matched by Wellington Combined Taxis. A small administrative fee is built into the price of each voucher to ensure the scheme is ongoing.

HomeSafe is a great example of organisations working together, thinking laterally, and achieving real results that benefit our community.

Contact: Andrew Dalziel (04 499 4444)

Technology Application

Auckland City Council

Strategic Measurement System (SMS)

The Strategic Measurement System (SMS) is a browser-based application designed by SAS Institute to meet our executive's measurement, monitoring and reporting needs. SMS delivers quick access to enriched result information to managers and staff when carrying out their daily activities.

SMS delivers strategic lead and lag results against each of the *First City of the Pacific* Strategic Plan seven priority outcomes for the city to the Chief Executive and Directors desktop's. This provides the executive group with information to easily gauge performance in order to better manage the achievement of our strategic action programmes, milestones and outcomes over the next 20 years.

Results and commentary are reviewed across three-business perspectives on-line via SMS, which include Annual Plan SSP's and Chief Executive Objectives. Exceptions, actions and solutions are identified and recorded to maintain a clear overview of performance for the executive team and managers to improve effective decision-making.

Contact: Deborah Mann (09 379 2020)

Auckland Regional Council

Computerisation of Rideline

The computerisation of the public transport information system (from a paper based system) has enabled the "Rideline" business unit of the ARC to provide a telephone service to over 1 million callers, that is accurate, consistent, friendly, and provides users with the confidence to use public transport.

The service is:

- Accurate because the public transport database is updated daily electronically.
- Consistent because all Rideline Customer Services Representatives (CSR's) have access to the one public transport database.
- Friendly because the CSR can focus on the customer and their needs leaving the computerised system to "know" the 5,000 public transport routes.

Survey results show that our callers say that their usage of public transport has increased resulting from their confidence in the new computerised Rideline telephone service.

Contact: Jaine Lovell-Gadd (09 366 2008)

Hurunui District Council

Computerised Archiving

The Hurunui District Council has created a paperless and fully traceable flow of documents which are delivered directly to desktops of staff via the Council's Intranet.

Based on standard archiving software, the system has been cleverly adapted to incorporate creditors records and all inwards and outwards correspondence. These are now fully searchable from the desktop. Benefits include less time spent on retrieving documents and responding to inquiries, the ability to file and search by date or subject, savings on office consumables, a major contribution to waste minimisation targets, and a reduction in space required for storing archives on-site.

The Hurunui District's innovative approach to its records management procedures has been recognised by the developers of the archiving software, who now promote the Council's system to similar organisations.

Contact: Paddy Clifford (03 314 8816)

Manawatu District Council

Automation of Civil Defence Emergency Response System

Through a combination of technology application, "buy in", effective project management techniques and innovation, Manawatu District Council now has one of the best Civil Defence Emergency Response Systems in New Zealand.

The council saw a need for this system, but no appropriate system was available. Combining Civil Defence and technology knowledge and experience, the council has created a system for a total budget of under \$10,000. It has been rigorously tested, refined and updated with simulated exercises and all relevant staff have regular training. In the event of a major disaster, the council now has an excellent system and is well prepared to cope with, and react to, all eventualities.

Following the event, the council will be able to produce accurate records of its expenses to expedite and improve the likelihood of full refunds and reimbursements from relevant authorities. To offset the development costs, the council will soon be in a position to market this system to other local authorities and train them how to use it.

Contact: Gavin Tanguay (06 323 000)

Manukau City Council

Flat Bush Asbestos Investigation

Following discovery of asbestos containing materials (ACM) in soil, Manukau City Council initiated a major investigation of 925 hectares of land including land earmarked for future urbanisation.

A project structure was established to provide for internal project management and effective participation of key stakeholders.

The major problem for the Council was the absence of any known national or international guidelines, and risk management strategies available for a study of ACM in soil. Manukau's study was as a consequence a world leader in a number of areas.

Council developed a new and collaborative based solution to the problem now known as the Management Control Strategy. This established a number of findings including confirmation that there was no unacceptable health risk to over 2,000 households.

A number of outcomes of this project have been subsequently confirmed as "best practice" by Select Committee findings.

Contact: Ree Anderson (09 262 8600)

New Plymouth District Council

Using Technology to Take Human Resources from an Activity Based Function to a Value Added One

Our project is an example of information sharing using technology in a cost effective manner that could be replicated by many Councils where an Intranet environment is uneconomic or still in the developmental stage.

The Human Resources team along with Managers and Support staff were enthusiastic in developing such a concept to allow knowledge sharing, to improve performance by having up to date direct access, reduction of time wasted in getting access to these documents and encouragement of an open environment.

The project was for an 18 month period in line with the development of the Council's Intranet. There was a project plan, significant milestones and outcomes which were:

- July 2000 - commencement using Public Folders.
- July 2001 - 75% of information available – milestone of 85% has been achieved.
- December 2001 - all information available for the Intranet.

Contact: Rodger Kerr-Newell (06 759 6060)