

The New Zealand Post Management Excellence Awards

2002

Executive Summaries



New Zealand Post



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Community Relationships

Christchurch City Council

Mayors Taskforce for Jobs

The Mayors Taskforce for Jobs is a nationwide network of Mayors taking leadership on the issues of jobs and livelihoods in their communities. To date 46 Mayors (62%) of all Mayors are members of the Taskforce. This is the first time in New Zealand's recent history that local leadership has been taken on a social issue. That so many Mayors have joined together to work collaboratively across party political lines shows their desire to work within cohesive and inclusive communities.

In its short life (established 2000) the project has gained support both financially and in kind across all sectors of the community – local and central government, business and philanthropic. The Taskforce has successfully worked on pilot projects with central government, obtained funding for local initiatives and advised Ministers of issues in their communities. The Taskforce has proven to be an excellent model for building and maintaining community relationships.

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Environment Bay of Plenty

Environmental Enhancement Fund

Environment B·O·P's mission statement is "working with our communities for a better environment in the Bay of Plenty". The Environmental Enhancement Fund (EEF) is an innovative tool for Environment B·O·P to meet its mission. Environment B·O·P recognises the importance people place on the environment and their desire to be involved in its management. The EEF provides financial and practical assistance to groups and organisations implementing projects that will benefit the Bay of Plenty environment. The EEF aims to get people involved, increase their awareness and work in partnership on projects that may not otherwise be undertaken. The EEF uses robust project management and communication techniques involving staff from many disciplines. This ensures all applications are assessed and projects implemented in line with the aims and purpose of the fund. Currently, staff throughout the organisation are working with EEF projects and achieving a wide range of environmental benefits.

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Hamilton City Council

Hamilton's Child and Family Policy

Hamilton's Child and Family Policy was a community initiated and community driven project.

Community consultation for the development of Hamilton's long-term Community Development Plan identified the need for a social policy for children and their families.

- Council staff facilitated the process by bringing people together. From the initial forum, a number of representatives from community and central government agencies formed the Child and Family Policy Advisory Group.
- The Advisory Group met regularly to develop parameters for the policy. The Group determined the underlying philosophy based on the United Nations Convention on the Rights of the Child and Treaty of Waitangi. The Group defined the policy scope and the consultation methodology.
- Through an extensive consultation process, over 400 children and 200 adults shared their thoughts and views on what it was like for them to live in Hamilton. A separate Kaupapa Maori process was also conducted, with whanau group interviews.
- The Advisory Group then developed a draft policy with a vision, goals and objectives. The draft policy was returned to the community for further consultation. Council approved the final policy and year one action plan. The Group has planned the policy launch for Children's day 2002.

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Manawatu District Council

Community Consultation of the Preparation of the Feilding CBD Strategic Development Plan

After a thorough and deliberative consultative process the Manawatu District Council has managed to develop a Strategic Development Plan for the upgrading of the Feilding Central Business District.

Council, with input from the local business community, tried to initiate such a plan back in 1994. However, there was vociferous opposition to the original plan by certain sectors of the community and Council backed away from progressing it any further. Instead, it chose to upgrade individual streets and by 1998 sections of two streets had been completed. By then Council saw the need to stop further ad hoc upgrades and decided revisit the development of a strategic plan.

In December 1998, Council formally adopted terms of reference that would guide the development of the strategy. During 2000 and 2001, an extensive public consultation programme was undertaken. The result is a Strategic Development Plan that was finally adopted by Council in December 2001.

Contact: Richard Kirby
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Manukau City Council

Tupu – Dawson Road Youth Library

Manukau City – diverse, vibrant, strong communities. Its vision – Progressive, Proud Prosperous. Its reality - areas of significant wealth and economic growth contrasting with some of the lowest socio-economic areas in the country. Clover Park, Otara is one such area.

The need for a library in the area was identified back in 1996, and after five years of consultation, planning and more consultation, the library was opened to an enthusiastic and excited community. Community ownership and pride in the new library is strong. The community of Dawson Road, Clover Park welcomed New Zealand's first youth library with open arms, contributing advice and suggestions to make it work best for their young people.

Tupu – Dawson Road Youth Library has been profiled in various national media, is the subject of a longitudinal study by Victoria University of Wellington and has created a national benchmark for tomorrow's libraries.

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Manukau City Council

Tomorrow's Manukau

"*Tomorrow's Manukau* represents a bold new strategy for the future of Manukau. It establishes far reaching goals that when realised will have a profound effect on the well being of the city as a whole."

Sir Barry Curtis, Mayor

"Manukau City is all about people. Helping individuals and communities to achieve their aspirations and dreams. That's the magic of Manukau."

"Guided by the most up-to-date information about the goals, hopes and aspirations of Manukau People, the partners in *Tomorrow's Manukau* can work together in the continuing development of a vibrant, diverse and unique city."

Colin Dale, City Manager

Tomorrow's Manukau is a vision for the future of Manukau City. Participation by all sectors of the community is critical if the vision is to be realised. The aim of *Tomorrow's Manukau* is to act as a guide for Manukau citizens and organisations as we work towards a common vision for the future.

Contact: Colin Dale
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Tauranga District Council

Mt Maunganui New Year's Eve Party 2001/2002

New Year's Eve 2000-01 at Mount Maunganui was one the city wanted to forget - television footage of riots was shown around the world, and screened repeatedly in New Zealand.

The community called for Tauranga District Council's leadership to prevent a repeat and to reclaim the event as a safe, fun, family night.

Council established links with community groups, consulted regularly with those groups, and kept communication channels wide open, heeding survey results, public submissions and public meetings.

Innovative measures included a vehicle-free zone, Youth Ambassadors, a controlled beach bar within a liquor-free zone, community volunteers at stadium-type entry points, a "Safe Zone" for those needing help or time out and a phased wind-down of entertainment.

Apart from a peaceful night, the real gauge of success was the community's response. Did Council create a safe environment? Did visitors have a good time? The answer to both was a resounding "yes".

Contact: Frank Begley
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Upper Hutt City Council

H2O Xtream Teen Board

The need for a Teen Board was identified as part of the re-branding of H2O Xtream in 1999.

Listening to the Teen Board's feedback, taking it on board and keeping them informed are the key factors to its success.

We use the Teen Board for every decision we make about what we are marketing to our customers. The questions we go through are; have we asked the Teen Board, what do they think, and does it fit with our brand. We can then act in an informed manner.

Our numbers for our target market have increased by 19% over the last year. This is a direct outcome of branding to the teen market and giving them what they want.

We constantly have innovative ideas from the Teen Board and by implementing these each holidays, customers coming to the pool can experience new exciting challenges every few months.

Contact: Max Pedersen
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Waikato District Council

Raglan Naturally – A Community Plan for Raglan

To generate opportunities for local employment, new business and planned growth while protecting and enhancing Raglan's unique character and diversity

Community planning is a process whereby the Council and its community and business partners can agree both a strategic vision for the area and the action each partner will take in pursuit of that vision.

Enduring, meaningful Council/community relationships are the foundation for this process, the outcome of which is the improved well-being of the community at the focus – in this case Raglan, a seaside village located on the west coast of the Waikato District.

The development of the *Raglan Naturally* Community Plan document has been described as a model for the principles of partnerships, empowerment and participation - and is presented here with a great deal of pride.

Contact: Warwick Bennett
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Wellington City Council

Northern Growth Management Plan Consultation Process

Pressure from developers, mixed community expectations and a diversity of contentious issues combined to make Wellington's northern area a place where Wellington City Council often faced strident opposition. In response, the Council decided that an integrated and consistent approach to planning would assist with both problem solving in the short term and urban development in the longer term.

The Council wanted to build the communities' capacity for effective participation in the planning process and succeeded through working collaboratively with the community to develop consultation methods and manage expectations. The public was involved in every stage of the process, from the earliest identification of issues, through the intensive design workshop of the Community Planning Week, to testing the draft Plan proposals before it was formally presented to Councillors. This innovative consultation process for achieving community participation was the key tool in winning wide support for the Northern Growth Management Plan.

Contact: Garry Poole
04 499 4444

Management of People

Auckland Regional Council

Emerging Leaders' Programme

The ARC is building a culture of leadership throughout the organisation. We recognise that in order for us to achieve our strategic goals we must have visionary individuals who can lead, partner and inspire the community to work with us to help achieve these goals – hence our motto “we’re in it together”. We call this type of leadership, Community Leadership. Furthermore, we want to become an employer of choice that attracts, develops and retains fabulous people. We believe that this special brand of leadership is best grown from within, allowing us to align our leaders’ behaviours and performance with our vision and values. The emerging leaders programme is one way of achieving this. The programme involves targeting a handful of high potential employees and placing them through a rigorous year of accelerated learning and development programmes including large project leadership, University short courses, role enhancement, organisational leadership roles, mentoring programme, secondments and exchanges to name a few. The pilot programme has been extremely successful. The most positive tangible of success has been the appointment of a number of emerging leaders into formal leadership roles.

Contact: Anthony Hall
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Environment Waikato

Managing Success in a Regulatory Agency

Over the past six years, Environment Waikato’s regulatory arm has addressed a series of management crises. Several years of budget deficits had undermined the Council’s faith in the group’s financial projections. A succession of group managers had damaged staff morale. Other Environment Waikato officers were not clear on what the group did or how to communicate effectively with it. Customer service was less than ideal and environmental protection targets were not fully achieved.

This application describes how a new management style brought staff and managers together to solve these problems. An innovative collaborative approach has allowed the group to reverse its budget shortfall while dramatically improving staff morale and providing excellent customer service. Our experience shows that when management empowers individual staff members to find creative solutions, it harnesses their energy and commitment in the most productive way. We believe this experience validates Environment Waikato’s commitment to engaging the community for a healthy environment through “clever people, creative solutions, enduring results.”

Contact: Junine Reo
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South Taranaki District Council

Getting It Together – How a Local Authority Reinvented Itself

The South Taranaki District Council re-invented itself by implementing an integrated human resource strategy. The re-invention included:

- A new organisation structure in line with a new Strategic Plan
- A new competency-based organisation-wide performance management system
- A new pay system and employment agreements
- A re-focus on core staff training
- New job analysis, job evaluation and job descriptions

The timing was perfect to do this as a new Chief Executive had been appointed and a new Strategic Plan developed. This plan demanded a new organisation structure to deliver its goals successfully and a re-focus on core staff training to deliver an improved customer service. Pay systems and employment agreements were due for re-negotiation and modernising.

It made sense to combine all these changes into one integrated human resource strategy, focused around “getting it together” and getting it right first time. It replaced what existed before with something better, generating new knowledge and converting knowledge into practice.

This project was a good, sensible and right thing to do as the benefits included:

- organisation-wide ownership of a vision for service delivery
- a staff developed Customer Service Charter
- enhanced leadership skills for a new senior management team
- establishment of team visions and internal service level agreements
- a planned partnership approach to training for all staff
- a new “Building Achievers” performance management system that encourages people to develop and grow
- a pay system that is objective, fair, consistent and transparent
- a job analysis and evaluation system that is easily understood and dynamic
- the creation of a work place that is enjoyable, productive and supportive

Contact: Adrienne Hickey
06 278 8010

Waikato District Council

Revitalising The Waikato Way

we're mad
& we're proud

The Waikato Way isn't a new thing at Waikato District Council. It's the way we do things around here, the way we work everyday.

What is **new** is the way we've re-vitalised and evolved the Waikato Way in response to staff feedback. Staff told us it was becoming 'ho-hum' – they were immune to it and couldn't relate to it.

It was obvious that for the Waikato Way to mean anything to staff they had to own it, it had to have impact, and it had to endure.

The visual design of the Waikato Way brand was critical to the overall success. It was time for a fresh approach. New colours, new words, new look, same values, and the Waikato Way was reborn – with a MAD new element to inspire staff to make a difference.

There's no secret about it – it's a HUGE success.

At Waikato District Council, we're MAD and we're PROUD.

Contact: Warwick Bennett
07 824 5878

Wellington City Council

Ideas Development Process and Toolbox

If your staff suggestions box languishes at the level of the trivial, consider the Wellington City Council Ideas Development Process and Tool-kit. It guides all levels of staff through an investigative process of "considerations" from "Idea" to "Implementation" – Identification, Information, Interest, Involvement, and Investment.

As this strengthens the business feasibility investigations of new project ideas, it has also been a powerful cultural tool to:

- support Council organisational values such as involvement, focus and vibrancy.
- demonstrate "bottom up" participation in business development in a visible way
- provide further support for staff in being self-starting teams
- promote a pervasive attitude of "we can do" even for more systemic customer issues

Contact: Garry Poole
04 499 4444

Process Management

Kaipara District Council

Partnership in Action – Taharoa Domain

Local government needs new models for meeting the challenges it faces in working effectively with Maori. The process Kaipara District used to prepare the Taharoa Domain (Kai Iwi Lakes) Reserve Management Plan provides such a model. Not only did it result in a robust Plan for the future of the Domain; it provided Council with a blueprint for working with Maori and other sectors of the community.

The key ingredients to Council's process were:

- involving Maori early in the process (i.e. at the objective setting phase) which was critical for gaining buy-in and commitment to the project
- recognising that partnership is not consultation – it means making joint decisions.

Despite the degree of collaboration required, the final Plan was delivered on time and within budget. Furthermore, the Plan integrates the cultural, environmental, social, recreational and economic dimensions of the Domain and has a high level of community acceptance.

Contact: Ann McLeod
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Manukau City Council – Manukau Water

Wastewater – Code of Practice

Over recent years Manukau Water has become concerned at the level of stormwater inflow and infiltration as evidenced by high wet weather flows in the wastewater system, which places undue demand on both the reticulation and treatment system.

Because of this, a review of wastewater connection practices was undertaken. This involved reviewing existing building practices, standards, codes and legislation and a detailed site by site inspection of recently constructed dwellings. The review confirmed that there were detrimental impacts on the wastewater system.

This culminated in the preparation of a Wastewater Code of Practice which detailed Manukau Water's requirements for construction, and connection of private drainage to the public wastewater system.

In order to ensure compliance with requirements of the Code of Practice the connection inspections regime was changed. This included entering into a contract with building certifiers to allow them to carry out inspections on behalf of Manukau Water.

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New Plymouth District Council

Taranaki BIOBOOST™ 6-3-0

Sludge disposal is the Achilles heel of wastewater treatment. The New Plymouth District Council was facing problems with its wastewater sludge disposal operation and through the adoption of new and innovative thermal drying technology have come up with an environmentally and economically beneficial solution.

"Taranaki BIOBOOST™ 6-3-0" natural organic fertiliser, now produced at New Plymouth's Wastewater Treatment Plant, is gaining increasing acceptance in the sports turf and horticultural sectors.

This project represents innovation in project management through the fundamentally different approach taken in changing from disposing of a low-value bulk waste into selling a nutrient rich fertiliser.

The key to the success of this project is not just choosing the correct technology to produce an excellent product but identifying niche markets in which to sell "BIOBOOST" and connecting with private sector companies able to develop and champion the product in the market place.

The Council is focused on producing a high quality biosolid fertiliser by managing trade waste and the manufacturing process.

Contact: Graham Morris
 06 759 6096

Palmerston North City Council

Key Account Service

Palmerston North City Council has implemented a Key Account Service, which is available for use by all businesses that undertake regular development work in the City. Its focus is on providing one point of contact and dedicated planning and building staff.

The Service has enhanced the working relationship between Council and its key clients. Effective communication is a priority for all those involved. It recognises that the developers are 'customers' and as such have needs that Council must meet, in order to remain effective and competitive in today's market.

The service is part of a strategy to encourage growth and development within Palmerston North. The Key Account Clients level of satisfaction has increased as their needs and wants have been addressed with a customer service rather than regulatory focus.

Contact: Peter Eathorne
 06 356 8199

Waitaki District Council

Adoption of New Funding Policy

Waitaki District Council's rating system was past its 'use by' date. Ratepayers were critical and there was a cost to Council in dealing with complaints. Council wanted to have a funding policy that was accepted as fair with a transparent connection to rating policy.

The challenges to achieving this wish were to engage as many ratepayers in the consultation as possible and to manage the project through an election.

The use of extensive modelling and wide dissemination of information based on this modelling was key to the success of the project. We wanted ratepayer's attention. We got it – with a personalised newsletter that included the effect of the proposed policy on their rates. We got 900 submissions (from a population of 20,000). When it came to hearing the submissions, possible changes were modelled for Councillors to consider.

The honesty and openness of Council's approach engaged and informed the community. This allowed Council to act.

Contact: Helen Barker
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Wellington City Council

Home Safe

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

The HomeSafe scheme enables parents to buy pre-paid set-fare taxi vouchers for their teenagers to travel between the CBD and their homes.

Vouchers 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 and that the teenage will be delivered to their door.

HomeSafe has operated for a year now and has helped hundreds of teenagers, out on the town, get home safely.

HomeSafe is endorsed by Wellington Police's Youth Aid Section and has LTSA backing. It is a great example of organisations working together, thinking laterally, and achieving real results that benefit our community.

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Wellington City Council

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Contact: Garry Poole
04 499 4444

Technology Application

Christchurch City Council

The Finger Tip Library

Christchurch City Libraries launched the FingerTip Library in June 2001. It brought together phone, email and fax enquiries for all libraries in Christchurch.

Using technologies of call centres, the Internet and electronic databases, the FingerTip Library has answered over 132,000 calls in its first year. The majority of answers have come from web based resources, our intranet and from subscription databases.

Customer satisfaction has increased dramatically and a comparative survey between Christchurch City Libraries and five other large public libraries in New Zealand found that the FingerTip Library performed on average 20% better across all categories measured.

The vision for the project was achieved through sound project management. Effective recruitment and training ensured the service went live with a high calibre team delivering excellence from day one. The FingerTip Library is seen by New Zealand libraries as leading edge and we have received many visits. Developments to come on stream are reference services delivered via the web using “chat” type software.

Contact: Sue Sutherland
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Dunedin City Council

WebMap Application

The Dunedin City Council has implemented an internet application which allows direct access to identified map-based property information. This application allows users to move between mapping functions and the Council's core property records database (GEMS). All information is provided in 'real time' and is the most up-to-date information available to our customers.

The requirements for the application were identified after consultation with key users. Following this consultation, project management principles were applied to the development of WebMap.

Feedback from customers regarding WebMap has been positive. The first month that WebMap was made available, the Council experienced a decrease in direct customer requests for aerial photography and associated maps. Instead, website traffic increased from 386,000 page views* to 611,000 page views for that month due to the introduction of WebMap. Page views from the GIS area of the Website increased from 41,006 in May 2002 to 192,972 in June 2002.

* Page Views is the number of pages viewed, it is inclusive of the supporting graphic files. Pages are files with extensions such as .htm, .html, .asp (and a few others). By definition, then, the number of total hits is almost always greater than the number of page views. If a site has one web page with five graphics on it, every time a user visited that page, it would be reported that six hits or one page view occurred.

For example, the cover page of the City of Dunedin Website would be 1 page view but would be 13 hits. So, while the website served around 611, 501 page views in June 2002, it equated to 2,865,185 hits.

Contact: Sarah Heal
03 477 3636

Dunedin City Council

Annual Plan Online

The Dunedin City Council is committed to its vision of providing better access for its citizens to Council facilities and services. To this end the Council set up the Citizen Direct Project with a purpose as follows:

Citizens achieve what they need when they need it. Barriers of time and place are removed so that customer needs are met. The customer is enabled to be successful in achieving their goals.

The Annual Plan On-Line Project is a project designed to help meet this vision. The project ensures that the Draft Annual Plan and Annual Plan are available on the City of Dunedin Website and that people are able to fill in a submission form and send it electronically to the Council. The project enables anyone who submits electronically to receive all their correspondence regarding that submission by the same medium. This enables customers to view the Annual Plan documents and submit on the Draft Annual Plan at a time and place which is convenient to them. As Dunedin City covers an area of some 3350 square kilometres this greatly assists some citizens.

This project responds to the growing demand from citizens for Council documents to be available in a number of formats and beyond traditional hard copies. Over the Annual Plan period there were 426 downloads from the Annual Plan site compared to the 550 hard copies of the documents distributed.

The results of the project have been

- Increased use of the Web site as a means of accessing public information.
- Increased number of electronic submissions as a means of participating in the Annual Plan process.
- Benefits to citizens who are able to correspond and receive results of Annual Plan submissions electronically, thereby removing barriers of time and place.
- Knowledge gained developing this project has assisted local government managers and technicians in developing wider e-government applications and services.

Contact: Jennifer Lapham
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Hamilton City Council

Wastewater Treatment Plan Cogeneration Facility

The cogeneration facility project at Hamilton City Council's Wastewater Treatment Plant is an excellent example of innovation and win/win outcomes.

The Wastewater Treatment Plant was undergoing a major process upgrade which led to a change in the requirements for heat and electricity. By working together with Natural Gas Corporation and the project contractors, an enhanced energy supply solution was implemented at no additional cost, which yields considerable operational savings.

Utilising "new to New Zealand" technology, biogas produced from the onsite digester process is blended continuously with natural gas to fuel two 920kW gas engines located at the plant. The engines produce electricity and heat to supply the site's energy needs.

The project has improved the overall energy efficiency of the site and provided economic opportunity without adverse effects to the environment. This project fully meets the vision identified in Hamilton's Strategic Plan of sustainable development for Hamilton.

Contact: Martin Lynch
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Southland District Council

From Clunk to Click

Question:

What would you call an IT project designed to link and manage the information needs, and support the customer service requirements of eight area offices within the furthest-flung Council in New Zealand? While simultaneously implementing:

- an upgrade of outdated PCs to thin clients,
- centralised terminal servers,
- creation of an IT strategic plan,
- a new website,
- virtual private network,
- a strategic alliance with a local IT service provider,
- service level agreements for all IT applications,
- innovative use of wireless to off-site locations, and
- a help desk.

Here's the twist in the tale: the project had to be completed inside three months and within the existing IT budget.

Answer:

In Southland we call it a "Challenge".

Last October our IT Manager led a small team to create an IT environment that has resulted in SDC's being recognised as the most progressive IT Council in Southland

Contact: Michael Ross
03 218 7259

Wellington City Council

MyLibrary @ Wellington City Council Libraries

What is it?

It enables the customer to customise key information web-pages into one portal, which they tailor to their selection.

What is so innovative?

Wellington City Council has

- adapted open source “academic” software for general (public library) use
- empowered any customer (including children) to customise our web-site and other key information links
- pain-free customer information gathering – using this information to suggest areas of demand, or further promotional opportunities
- gained the ability to contact the right customers with current awareness information *they* have selected

Is MyLibrary just for Libraries?

No!

It is easy to implement and suited to any organisation that wishes to provide a wide range of electronic resources via Internet or Intranet to their customers or employees.

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