

3. TERMS OF REFERENCE FOR THE REVIEW OF PARKS AND WATERWAYS SIGNIFICANT ACTIVITY

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The purpose of this report is to present the terms of reference for the review of the significant activity Parks and Waterways.

BACKGROUND

The Budget Scrutiny and Audit Special Committee has approved a rolling programme of reviews of significant activities and this review is part of the rolling programme.

It is anticipated that each review will generally address the following:

- Identification of current Council resolutions and policy relating to the activity.
- Analysis of three year forward budget expenditure and funding methods.
- Analysis of 10 year capital programme including the status of significant capital projects, implication of programme for operating costs and key drivers of the capital programme.
- Identification of statutory and discretionary activities.
- Projects, programmes and outputs where duplication may exist with other public sector providers, the not-for-profit sector and the private sector.
- Realistic options for changes to services and to levels of service.
- Review of service delivery arrangements, including any changes in the recent past, comparative/ benchmark costs where available. Realistic options for methods of service delivery, including co-ordination with other Council services, joint service provision with other agencies.

The above is to be considered in a triple bottom line framework.

The base year for comparisons will be the current financial year (2001/02).

The issues identified through the review process will be reported to the Parks, Gardens and Waterways Standing Committee as part of the consultation process and the Chair (or nominee) of the Committee is to be invited to join the Budget Scrutiny and Audit Committee as a non-voting member for the duration of the review. Review outcomes will be presented to a joint seminar of Budget Scrutiny and Audit and Parks, Gardens and Waterways Committees as part of the review process. The final report on the review will be presented to Budget Scrutiny and Audit for their recommendations and who will forward the report to the Parks, Gardens and Waterways Committee for their recommendations before the report is submitted to the Council for adoption.

The officer responsible for reporting review issues and outcomes to the Committee is the Principal Adviser, Director of Operations, Ken Lawn. The review team formed for each review is to be independent of the unit managing the outputs under review much in the same way that the Budget Scrutiny and Audit Committee is independent of the Standing Committees. This independence will be balanced by the Unit Manager and key staff attending review team meetings and being provided with the opportunity to state their viewpoint direct to the Committee where this is different to the conclusions reached by the review team.

PARKS AND WATERWAYS REVIEW

Background notes covering the outputs, funding, structures and issues relating to the Parks and Waterways business will be presented as part of the review process.

Council resolutions, policy and strategy relating to this business will be collated as part of the review process.

REVIEW OBJECTIVES

The review will report to the following objectives:

1. To identify the major cost (operational and capital) and revenue drivers for the previous six years and the next five financial years (operating) (including a comparison against actual and forecast CPIs) for this period and based on these to evaluate options to reduce costs and/or increase revenues
2. To review all current contractual arrangements relating to Parks and Waterways to ensure that:
 - Council approved levels of service are being achieved;
 - Options for service delivery are considered; and
 - Contracts are efficient and effective.
3. To review Council managed Parks and Waterways assets to ensure that Council investment is best utilised to achieve Council agreed goals and objectives.
4. To review options for alternative levels of service.
5. To review each output to determine which are statutory and/or discretionary activities and to ensure that the most appropriate method of service delivery is in place in light of potential and actual duplications and the roles of other service providers.

PROJECT TEAM AND REVIEW TIME-FRAMES

The project team for the review is as follows:

Ken Lawn – Director of Operations, Project Sponsor
Independent person(s) – candidates to be advanced for consideration
Chris Kerr and Lorie Jean Roff – Business Improvement

The review is to commence in December 2002 and be completed by April 2003.

Staff

Recommendation: That the terms of reference for the review of the Parks and Waterways significant activity be adopted.

Chairperson's

Recommendation: That the above recommendation be adopted.