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Corporate Plan Output: Various	

The purpose of this report is to outline the outputs and standards project, its scope, process and timetable.

BACKGROUND

On 26 April 1999 the Council passed the following resolution:

“The Council will undertake a review of all its standards - output by output to verify that the value created for the community from each is appropriate to its cost.

Each relevant standing committee to prepare a programme for such review to begin by August 1999.

The Council accept the offer from the Canterbury Employers’ Chamber of Commerce and any similar offers by other groups to provide advice and support for this project.”

PROJECT SCOPE

It is recognised that the Council’s Annual Plan is pointing towards escalating expenditure through service addition expectations from within the Christchurch community. It follows then that this project must retain clarity as to the implications of change on future expenditure and rate levels. It is therefore proposed to:

1. Prioritise all the Council’s outputs, alongside the Council’s strategic objectives and policies, and review their level of service standards through each Council standing committee.
2. Review the Council’s “nature of involvement” in all outputs and identify other output funders who are operating to achieve the same outcome, and draw them into the process (i.e. build the community governance approach).

The financial context for this project is:

- (a) The 10 year total for projected debt remains within \$215M (\$214.59M current).
- (b) Projected rate increases remain within 2% per year (various).
- (c) The proportion of capital works funded from depreciation and surpluses is 55% or above (55% currently).

The standing committee process will:

1. Review the current Council outputs, and by a process of matching the outputs with the Council’s strategic objectives and policies prioritise the outputs.
2. Consider the ‘nature of the Council’s involvement’ in funding the outputs. For example direct funding vs sponsorship vs providing infrastructural services vs advice, facilitation, etc.

3. Review the current “Level of Service” for each output for now and future alternatives.
4. Consider and identify joint partners for future action.

Each standing committee would then produce a range of options for the Strategy and Resources Committee which would:

- (a) Identify output priorities and their “Level of Service” options.
- (b) Identify the implications of reducing funding for or eliminating activities currently undertaken by the Council.
- (c) Provide interim recommendations for the 2000/01 draft budget where possible.

Council outputs being reviewed are generally at the level immediately below the output class in the Corporate Plan. For some very large outputs it may be necessary to also review the next level down to achieve clarity around “Level of Service”.

It is proposed that the membership of each standing committee would be increased by between four and seven external people to form the core consultation group for the project. These external people represent a balance of community, specialised and business views and would automatically be entitled to payment of the standard Councillors’ daily meeting allowance for meeting attendance.

The enlarged standing committees will each work through the above process in a series of seminar style meetings over the next 15 months beginning late October. It is also proposed to review this process after the last seminar meeting in December 1999 in order to identify any process improvements before beginning Phase Two.

PROJECT OUTCOME

The project outcome is a comprehensive review of Council outputs resulting in a prioritising of these outputs combined with a consensus on an ongoing level of service and improved performance indicators. A successful project result is expected to bring about the following benefits:

1. Create better alignment and clarify, firstly between Council outputs and strategic objectives and policies, and secondly between Council outputs and key performance indicators.
2. A review of asset management plans.
3. Develop Council skills and practices in order to advance the Seeking Community Views Policy.
4. Improve contact and understanding between the frontline Council staff team and elected members.

5. Identification of gaps in strategic objectives and policy and also process improvements for the delivery of existing outputs. NB Rectification of gaps between strategic objective/policies and Council outputs and opportunities for process or operational improvements identified during this process are outside the scope of this review. These issues will be transferred to the appropriate business unit for action as they arise.

TIMETABLE - PHASE ONE

October to December 1999

Twice monthly project sessions for standing committees.

- strategic objective and Council policy linkages to Council outputs established
- Council roles in output delivery agreed
- outputs prioritised and streamed
- funding flexibility options identified, i.e. "Level of Service" options.

Initial process review follows the last seminar in December 1999.

TIMETABLE - PHASE TWO

December 1999 to July 2000

Business units develop resources for committees to work through the funding flexibility ("Level of Service") options. Comparisons of cost vs quality.

April to December 2000

standing committees: Level of Service (cost/quality standards) debated and agreed for each output. Low priority outputs identified and traded off. KPIs identified and put into place.

March - June 2001

Public consultation undertaken on outcomes of Council processes in conjunction with draft 2001/02 Annual Plan.

Recommendation: That the Council approve the project scope, process and timetable outlined above.

Chairman's

Recommendation: That the above recommendation be adopted.