

## DIRECTOR OF OPERATIONS

<b>Business Unit</b>	<b>Director of Operations</b>
<b>Output Class</b>	<b>MANAGEMENT</b>

## INTERNAL CHANGE/MANAGEMENT

<b>Performance Indicator</b>		<b>Actual</b>
1.	Customer Service objectives and performance indicators have been achieved. (New 1999/00.)	All Customers Services objectives and performance indicators will be complete by June 2000 as planned.
2.	FAMIS objectives and performance indicators have been achieved. (New 1999/00.)	See Finance Directorate: Page: 4.1.text.10 Output: FAMIS Project
3.	Savings identified, quantified and obtained. (new 1999/00.)	Projects involving animal control, utility mapping, contract management and food licensing are all nearing completion.
4.	Process redesign skills widely used and achieving measurable results. (new 1999/00.)	Savings will be achieved, and will be quantified in the 12 month report. Process redesign skills have been developed significantly in the above projects, and in association with the customer service project.

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### Investigations Commissioner

<b>Performance Indicator</b>		<b>Actual</b>
1.	To identify, record, investigate and report on formal complaints within a reasonable and agreed timeframe, preferably within 20 working days, but in any event not exceeding three months. (New 1999/00)	A total of 34 formal complaints have been investigated in the last 6 months period. Four significant cases are ongoing at the present time.
2.	To respond to enquiry requests from the Office of the Ombudsman as they arise, within the 20 working days statutory requirement. (1997/98: all enquiries responded to within 20 days or within extensions by arrangement.)	Six investigations have been undertaken emanating from the Office of the Ombudsman. Three projects are continuing. No adverse result has occurred affecting the Council.
3.	To resolve elected member liaison issues on a case by case basis within seven days or 20 days in the instance of a full scale investigation. (1997/98: all enquiries responded to within 24 hours and action initiated where required.)	Elected member liaison requests continue on a day by day basis, but no significant investigations have been required via this source in the past six months.
4.	To document processes where improvements have been identified, preferably in the form of process maps. Such documentation to be established as ongoing procedures within the Units concerned with owners identified and review periods established. (New 1999/00. However, in the past year significant progress has been made on identifying and mapping existing processes. Over 500 have been completed.)	Revision of processes resulting from investigations is routinely considered in all cases but significant re-engineering only occurs in a small minority of cases.

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## CUSTOMER SERVICES OPERATION

1.	All Council staff who deal with customers will have access to the Customer Interaction system and Units are receiving statistical reports from it of usage and resolution times.	The request for Service Module is running in ESU. Unless there any unresolvable technical issues this target will be met.
2.	The Intranet knowledge base of frequently asked questions is signed off as complete by Unit Managers, the updating and maintenance systems are understood and statistics are demonstrating increasing usage of it. (New 1999/00.)	The Customer Centre section of the Intranet is well established and the sign off process is complete. A continuous amendment and update process is working well and the information has also been made available to all users of the Council's external Web site (see Quick Answers).  The Customer Centre pages are the most used pages on the Intranet.
3.	At least three Customer Call Centres have been set up and plans are in place for the remainder of the organisation. (New 1999/00.)	Three centres are now running in Leisure and Parks, Environment Services and Financial Services. Two more are planned: one for Water, Waste and Streets and another for Libraries. It is expected that other services will be added to these five centres to cover all of Council's businesses.
4.	A framework is established for setting standards and measuring satisfaction with customer contacts and initial survey results are obtained. (New 1999/00.)	A broad framework has been established and one survey completed which showed very high levels of satisfaction with customer service from the Leisure and Parks Customer Centre.

<b>Business Unit</b>	<b>Director of Operations</b>
<b>Output Class</b>	<b>AUDIT SERVICES</b>

**AUDITS**

<b>Performance Indicator</b>		<b>Actual</b>
1.1	Completion of the approved internal audit programme and special investigations requested by management in accordance with the standards of the Institute of Internal Auditors. (Programme 90% complete.)	All audit resource has been assigned to the FAMIS project so no audit programme was assembled for the first six months of the year. Emphasis on the latter six months will be on post implementation reviews.
1.2	To achieve the following targets of time spent on direct audit work: Internal Audit Manager 60% Actual (66% Actual 1997/98) Internal Auditor 75% Actual (71% 1997/98)	<i><u>Productive chargeable time</u></i>  Corporate Assurance Mgr                      73%  Internal Auditor                                      82%
1.3	No significant adverse responses from clients to audit effectiveness surveys. (1997/98: None Actual.)	Surveys for contract audits had no adverse comments.
2.	To achieve external audit fee savings of at least \$22,000 Actual. (1997/98: \$21,000.)	All contract work for Audit NZ was completed and savings confirmed.

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<b>Output Class</b>	<b>AUDIT SERVICES</b>

**PROVISION OF AUDIT ADVICE**

<b>Performance Indicator</b>		<b>Actual</b>
1.	To respond to all requests for advice/special investigations within five working days. (Not previously measured.)	Only one special investigation – Target achieved.
2.	To report the results of effectiveness, efficiency and economy review to the Strategy and Resources Committee half yearly. (Reported.)	Superseded by the Efficiency Project.
3.	To implement four Control Self Assessment projects. (New 1999/00.)	Two projects carried out – Water Services and Events.

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**HEALTH AND SAFETY AUDIT**

<b>Performance Indicator</b>		<b>Actual</b>
1.	To carry out a formal audit in 10 business units during the 1999/00 year.	5 Audits completed.
2.	Ensure the City Manager and Business Unit Managers are provided with three-monthly and annual Incidents and Accidents Reports and highlight trends.	Reports produced – Ongoing.
3.	Ensure investigations of accidents are undertaken within 24 hours of notification.	Completed.
4.	Ensure at least 100 inspections of both the Council's and contractors' operational activities are carried out during 1999/2000 to ensure compliance with the Health and Safety in Employment Act 1992 and associated legislation.	50 completed, - Ongoing.

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**INSURANCE**

<b>Performance Indicator</b>		<b>Actual</b>
1.	That the Council's insurance requirements for 1999/00 are in place by 1 July 1999 or in place within the time frame set by the client for any new policy. (1997/98: Insurance requirements in place by 1 July 1997.)	Achieved – Insurance requirements in place by 1 July 1999.
2.	That an updated Insurance Manual is available for staff to access on the Council's Intranet within eight weeks of any policy change occurring. (1997/98: Achieved.)	Insurance Manual was available on Council's Intranet from 19 October 1999.

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**RISK MANAGEMENT ADVICE**

<b>Performance Indicator</b>		<b>Actual</b>
1.	Provide a quarterly report to the Corporate Risk Management Team on accidents, incidents and reported losses. (New 1999/00.)	Quarterly reports on accidents have been provided to the Corporate Risk Management Team. A six monthly report on incidents and reported losses is due to go to the Corporate Risk Management team's Feb 2000 meeting.
2.	Conduct two seminars during 1999/00 on how to establish a business continuance plan. (New 1999/00.)	Timetable for the introduction of the Business Continuance Plan process is currently being worked on.
3.	Advise the Corporate Risk Management Team on risk strategies in a timely manner. (New 1999/00.)	Achieved.



<b>Business Unit</b>	<b>Director of Operations</b>
<b>Output Class</b>	<b>Emergency Management</b>

### **CIVIL DEFENCE**

<b>Performance Indicator</b>		<b>Actual</b>
1.	Comprehensive internal Civil Defence (Engineer and Rescue) plan updated yearly (March). (Achieved 1997/98.)	Engineer and Rescue Plan to be reviewed in March 2000.
2.	Active participation in Civil Defence exercises is maintained. (Achieved 1997/98)	Two exercises have been conducted for Engineer HQ. Rescue HQ was involved in Exercise Pandora run by Canterbury Regional Council. Area HQ has held a training session during the year.
3.	To have four Civil Defence teams fully trained and actively participating in in-house and regional exercises. (Achieved 1997/98.)	We did not achieve the four fully trained Civil Defence teams for the second half of 1999 due to defections because of work commitments (FAMIS etc.) A recruitment drive in the near future to rebuild the 4 teams is planned. At present we have approximately 36 trained people which represents barely 3 teams.