

**CORPORATE OFFICE – ANNUAL MONITORING REPORT
JULY 1999-JUNE 2000**

CITY MANAGER

Business Unit	City Manager
Output Class	Corporate Advice

Performance Indicator		Actual
1.	A process undertaken which provides all Councillors the opportunity to comment constructively and critically on the standard of support provided.	Rolling programme of one-on-one meetings continues; monthly meetings with Mayor and Chairs.

Business Unit	City Manager
Output Class	General Management

Performance Indicator		Actual
1.1	Maintain value planning for all Unit Managers, so that performance expectations are clear.	Value Plans in place with all Unit Managers.
1.2	Complete a climate survey of the organisation.	Survey completed in October 1999 and results provided to Unit Managers in January 2000.
2.1	Renegotiate collective employment contracts and review individual employment contracts of service as they fall due for review in 1999/00.	All completed.
2.2	Successfully investigate and resolve all complaints that are made by and against Council employees.	Completed.

DIRECTOR OF HUMAN RESOURCES

Business Unit	Director of Human Resources
Output Class	Strategy

	Objectives for 1999/00	Performance Indicators	Actual
1.	<p>Change Projects:</p> <ul style="list-style-type: none"> Support the implementation of corporate IT and other change projects by addressing their impacts on our people effectively and aligning change processes to our organisational culture. Meet the needs and address the issues of individual colleagues by creating targeted support services. 	<ul style="list-style-type: none"> 90% of our people accept the changes and use the new processes. The annual Climate Survey continues its upward trend. Individual disputes and grievances represent less than 2% of the people affected. 	<ul style="list-style-type: none"> Climate Survey results satisfactory Disputes/grievances represented 1.5% of the total staff affected Support provided to corporate change projects, including FAMIS, Customer Services, Orion Review, Geodata Services, etc People consequences of City Care establishment managed Learning captured in best practice framework for future
2.	<p>Partnership:</p> <ul style="list-style-type: none"> Improve the delegation of HR management and development by proactive and strategic partnering with units and teams. Increase empowerment throughout the organisation by speeding the roll-out of best practice HR processes and systems. 	<ul style="list-style-type: none"> Monitoring of the HR Strategy demonstrates that agreed HR processes and systems are in place in all units. The HR Service Level Agreement specifies the expectations agreed with the units. The Empowerment category in the Climate Survey continues to improve. 	<ul style="list-style-type: none"> HR Advocate role and capabilities redefined Feedback from client units acted on Development of SLAs on hold until better information available from FAMIS Consistent positive feedback on effectiveness of Advocates
3.	<p>Organisational Development:</p> <ul style="list-style-type: none"> New corporate learning programmes continue to build on our Leadership, Coaching and Creativity investment. Learning expectations and measures are integrated in performance plans and supported by coaching contracts. Develop and promote HR criteria for unit and team leader performance plans 	<ul style="list-style-type: none"> Two new learning programmes are introduced. The annual Climate Survey continues its upward trend. The Climate Survey's Development and Training categories continue to improve. Corporate HR criteria are included in performance plans for unit and team leaders. 	<ul style="list-style-type: none"> 2 Coaching/Learning Centres completed "Achieving Mastery" and "Business as Unusual" piloted Climate Survey results satisfactory Unit Manager performance and remuneration framework agreed Ongoing development of capability/performance links
4.	<p>Information Technology:</p> <ul style="list-style-type: none"> Increase empowerment and improve efficiency of HR processes and systems by maximising the functionality of the new HR information system. Explore opportunities for self-paced learning and self-help access to HR policies, resources and systems by applying information technology. 	<ul style="list-style-type: none"> The Empowerment category of the Climate Survey continues to improve. HR processes and systems are smarter without needing more resourcing. Two pilots are in place to test learning and self-help technologies. 	<ul style="list-style-type: none"> Input to FAMIS/HR module design and implementation ongoing – awaiting "go-live" "Improving use of email" piloted with HR and Corporate Teams Other developments on hold until corporate change initiatives have been implemented

Business Unit	Director of Human Resources
Output Class	Employee Relations

Objectives for 1999/00		Performance Indicators	Actual
1.	Collective and individual employment contracts: <ul style="list-style-type: none"> • Employment contracts reflect and are aligned with our Change Management principles and needs. 	<ul style="list-style-type: none"> • Minimal industrial action. • Individual grievances represent less than 1% of those affected by our change projects. 	<ul style="list-style-type: none"> • Completed
2.	Remuneration and reward: <ul style="list-style-type: none"> • Our contractual commitments to develop clear and consistent performance based remuneration and reward systems have been met eg refer SSCEC Section C1-3.3. 	<ul style="list-style-type: none"> • Revised jobsizing system and procedures for salaried staff in place by 31 December 1999. • Broad banding piloted in five units. • Criteria for Value Development and Value Added salary steps agreed and in place in five units. 	<ul style="list-style-type: none"> • Job sizing procedures in place. • Broad banding & value added/development now dealt with in wider review of Remuneration strategy which is still on-going.
3.	Upskilling: <ul style="list-style-type: none"> • Unit managers, team leaders, etc have been upskilled in Industrial Relations knowledge, capability and effectiveness. 	<ul style="list-style-type: none"> • Needs analysed by 30 September 1999. • Industrial Relations briefings for relevant groups in place by 31 December 1999. • Poor-performance awareness training delivered to all units by 30 June 2000. • Poor-performance process training delivered to 50% of organisation by 30 June 2000. 	<ul style="list-style-type: none"> • Needs analysis completed • Due to implementation of new employment legislation roll-out of briefing process has been delayed until Act finalised • Poor Performance process guidelines included in the Policy Manual and training delivered on an as-needed basis to particular units/groups.

Business Unit	Director of Human Resources
Output Class	Recruitment

Objectives for 1999/00		Performance Indicators	Actual
1.	Review the role of Account Manager, including a Job Value Statement, and trial with three units/teams.	<ul style="list-style-type: none"> • Each Account Manager is performing in the new role with at least one client unit. 	<ul style="list-style-type: none"> • Completed. The HR Advocate role has replaced the Account Manager role to more actively promote and demonstrate best practice in all areas of Human Resources. Every unit has a designated Advocate partnering with them.
2.	Set up processes for short term recruitment and the redeployment of existing employees.	<ul style="list-style-type: none"> • Job redesign and redeployment of existing employees becomes normal practice, with employees succeeding in adding value for their customers, consistent with GV-BV. 	<ul style="list-style-type: none"> • Policy (Managing People in Changing Times) completed and circulated to all units. Approved external providers are currently supporting teams that are facing imminent change that may require redeployment.
3.	Scope the current Recruitment process, including induction, identifying areas where gaps occur and changes are required.	<ul style="list-style-type: none"> • A report with recommendations is in place and is being followed up with at least three units. 	<ul style="list-style-type: none"> • Verbal reporting only. The GV-BV Introductory Module has been revised and trialed with very positive feedback from attendees. The HR Induction checklist has been revised to align with new legislation and is available for distribution to units as a model.

4.	Coach units and teams in effective, culturally aligned recruitment practices.	<ul style="list-style-type: none"> A good capability match is consistently achieved where recruitment takes place, within the GV-BV culture. 	<ul style="list-style-type: none"> Ongoing. HR Advocates are proactively assisting their units with Recruitment
5.	Assist in promoting individual units and the organisation as a whole as a great place to work.	<ul style="list-style-type: none"> Increasing match of skilled employees in the right positions, together with a track record for attracting excellent employees from outside. 	<ul style="list-style-type: none"> Ongoing. External advertisements are attracting high calibre applicants with excellent skills.

Business Unit	Director of Human Resources
Output Class	Performance

Objectives for 1999/00		Performance Indicators	Actual
1.	To review the uptake, consistency and frequency of the current performance planning and management systems in units/teams.	<ul style="list-style-type: none"> A report is adopted and used to put objective 2 in place. 	<ul style="list-style-type: none"> The report has been completed and distributed to appropriate HR team members for discussions with Units
2.	To develop an outplacement policy and process.	<ul style="list-style-type: none"> Recruitment, Performance and Employee Relations teams are working together to ensure consistency across HR. The process has been piloted by two business units and is being rolled out to another four. 	<ul style="list-style-type: none"> The “Managing People In Changing Times” process has been developed in consultation with HR, Unit Managers and Units.
3.	To review current learning and development activities.	<ul style="list-style-type: none"> A report adopted and used to assist to develop objective 4. 	<ul style="list-style-type: none"> A review of 30% of Learning and Development activities has been completed and a report with observations completed.
4.	To review and modify the learning and development policy and guidelines.	<ul style="list-style-type: none"> Learning and development activities are in line with the unit/team and individual work needs and enhance the GV-BV philosophy of the CCC. 	<ul style="list-style-type: none"> The policy has been modified, however, further work on the guidelines has been postponed until the FAMIS Training & Development module has been designed, tested and implemented.

Business Unit	Director of Human Resources
Output Class	Human Resources Information System

Objectives for 1999/00		Performance Indicators	Actual
1.	HRIS up and running in all Council units and all users trained.	<ul style="list-style-type: none"> The purchased modules installed and operational by 30 June 2000. 	<ul style="list-style-type: none"> Now included in FAMIS project – qv.

Business Unit	Director of Human Resources
Output Class	Health & Safety Services & Advice

Objectives for 1999/00		Performance Indicators	Actual
1.	To implement the management rehabilitation policy throughout the Council.	• That the rehabilitation policy is operative in all units by 31 December 1999.	• Completed
2.	To ensure active 'health and safety' management plans are in place in all units.	• That all business units have an active health and safety management plan implemented during 1999/00.	• Completed – ongoing process
3.	To raise awareness throughout the Council of health and safety legislation.	• That a minimum of six training seminars/workshops promoting best work practices are conducted during 1999/00.	• Completed

DIRECTOR OF OPERATIONS

Business Unit	Director of Operations
Output Class	MANAGEMENT

INTERNAL CHANGE/MANAGEMENT

Performance Indicator		Actual
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.)	Animal control review is completed and in implementation phase. Savings of \$200,000 will be obtained. Utility Mapping review is completed and new Geodata Services team in place. Savings of \$500,000 over the next two years are projected. Contract management review has become part of Change proposal following Orion Review. Food Licensing review has resulted in saving of 1 FTE and introduction of performance monitoring processes.
4.	Process redesign skills widely used and achieving measurable results. (new 1999/00.)	Process redesign skills now being widely used and sought throughout the organisation.

Business Unit	Director of Operations
Output Class	MANAGEMENT

INVESTIGATIONS COMMISSIONER

Performance Indicator		Actual
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 53 formal complaints have been investigated during the past year. The majority of these investigations have generally been included within the 20 day period, although a few do extend beyond this period.
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.)	Eleven investigations have been undertaken emanating from the Office of the Ombudsman. Three projects are continuing. No adverse result has occurred affecting the Council. All enquiries have been responded to within the 20 day period, or in accordance with extended periods by arrangement with the Office of the Ombudsman.
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 during the past year.
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 minority of cases.

Business Unit	Director of Operations
Output Class	MANAGEMENT

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 of GEMs is running in ESU and is used for the Graffiti Hotline. Further implementation is awaiting an upgrade to the software. All Customer Centres are using the original Customer Interaction System and are receiving statistical information.
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 that has the Frequently Asked Questions is well established and the sign off process is complete. The update process has recently been upgraded for ease of use by a wider group of staff. The FAQ 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 Council 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.)	Four centres have now been established with a fifth in the Library still being developed. The Centres now cover services for Leisure, Parks, Environment, Finance, Water, Waste and Streets and some of the corporate functions. Other core Council activities will continue to be added to the centres in accordance with agreed principles.
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. The Citizens survey showed an increase in satisfaction by phone-in customers. Detailed reporting systems are in place which give us a better understanding of our customer contacts.

Business Unit	Director of Operations
Output Class	AUDIT SERVICES

AUDITS

Performance Indicator		Actual
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 100% complete.)	No programmed audits as resources were channelled to Post implementation reviews of FAMIS. A programme has been approved for 2000/2001.
1.2	To achieve the following targets of time spent on direct audit work: Internal Audit Manager 69% Actual (61% Actual 1997/98) Internal Auditor 75% Actual (73% 1997/98)	<i>Productive chargeable time</i> Corporate Assurance Mgr 70% Internal Auditor – This staff member was deployed full time to the FAMIS project during this year.
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: \$22,000.)	All contract work for Audit NZ was completed and savings confirmed.

Business Unit	Director of Operations
Output Class	AUDIT SERVICES

PROVISION OF AUDIT ADVICE

Performance Indicator		Actual
1.	To respond to all requests for advice/special investigations within five working days. (Not previously measured.)	All investigations responded to within 5 working days.
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.)	All activity focused on the FAMIS project.

Business Unit	Director of Operations
Output Class	AUDIT SERVICES

HEALTH AND SAFETY AUDIT

Performance Indicator		Actual
1.	To carry out a formal audit in 10 business units during the 1999/00 year.	5 Audits completed. Output changed due to ACC Partnership Programme
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.	100 completed, - Ongoing.

Business Unit	Director of Operations
Output Class	AUDIT SERVICES

INSURANCE

Performance Indicator		Actual
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 2000.
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 14 August 2000

Business Unit	Director of Operations
Output Class	AUDIT SERVICES

RISK MANAGEMENT ADVICE

Performance Indicator		Actual
1.	Provide a quarterly report to the Corporate Risk Management Team on accidents, incidents and reported losses. (New 1999/00.)	The Corporate Risk Management Team changed meeting monthly to every two months. Accordingly, reports on accidents/incidents have been submitted on a six monthly basis.
2.	Conduct two seminars during 1999/00 on how to establish a business continuance plan. (New 1999/00.)	City Design Project Management Team were engaged to produce a Business Continuity Planning Guide. As part of the BCP process a Business Impact Analysis was undertaken for each Council business unit. Business Continuity Plans are currently being produced for Customer Centres and the City Streets Business Unit. The aim of the BCP Steering Team is to ensure all business units have a BCP.
3.	Advise the Corporate Risk Management Team on risk strategies in a timely manner. (New 1999/00.)	Achieved.

Business Unit	Director of Operations
Output Class	Emergency Management

CIVIL DEFENCE

Performance Indicator		Actual
1.	Comprehensive internal Civil Defence (Engineer and Rescue) plan updated yearly (March). (Achieved 1997/98.)	Sections of the Engineer and Rescue HQ Plan were reviewed during 1999/2000. A complete review of the Plan will be undertaken during 2000/2001.
2.	Active participation in Civil Defence exercises is maintained. (Achieved 1997/98)	Two exercises were conducted during the year for Engineer HQ, Rescue HQ and the City Area HQ. These three HQs, manned by Council staff, all participated in the annual exercise (Pandora) run by Regional HQ (Environment Canterbury).
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 Rescue teams for the first half of 2000 due to insufficient numbers. A recruitment drive to target a further 10-15 members from appropriate units to rebuild the 4 teams is on hold. Current numbers would allow for one highly developed team to operate in rescue, CIMs or medical support on a continual rotational shift. Teams won 2 nd & 4 th place in Business House competition and attended at the Pandora/Avoca exercises. 57% current members have attended regular training but there has been defections because of work commitments, (FAMIS) etc.

DIRECTOR OF BUSINESS PROJECTS AND RELATIONSHIPS

Business Unit	Director of Business Projects
Output Class	Trading Activities Liaison

Performance Indicator		Actual
1.	Mayor, Chairperson of Strategy and Resources Committee and City Manager satisfied with the quality and timeliness of reports and advice.	Mayor, Chairman of Strategy and Resources Committee and City Manager satisfied.
2.	Businesses operating successfully and achieving Council objectives.	On target to meet forecast expectations.

Business Unit	Director of Business Projects
Output Class	Corporate Advice

Performance Indicator		Actual
1.	City Manager satisfied with the quality of the contribution and the outcome of the externally driven projects.	City Manager satisfied
1.2	Business Units satisfied with the quality and timeliness of advice.	Not specifically measured. No complaints received.
2.	The Chairperson, Projects and Property Committee is satisfied with the timeliness and quality of the Principal Advisor's contribution.	Chairman satisfied.

Business Unit	Director of Business Projects
Output Class	Economic Development

Performance Indicator		Actual
1.	Mayor, Chairperson of Strategy and Resources Committee satisfied with the quality of information and that the organisations are meeting the broad economic development objectives of the Council.	The Mayor and Chairman of Strategy and Resources Committee both satisfied with the quality of information and that objectives are being met.

Business Unit	Director of Business Projects
Output Class	Management

Performance Indicator		Actual
1.	Project Delivery prepared. Go/No-go decision made.	<p>New Christchurch Art Gallery Tender documentation is progressing to programme and tenders for the main building will be called in August 2000, with construction commencing at the beginning of December 2000. The anticipated completion date for the project is October 2002 followed by fitout and opening in March 2003.</p> <p>Ongoing co-ordination and regular reporting to the Projects and Property Committee is continuing.</p> <p>Cathedral Square Redevelopment Stage 4 was handed over to City Streets Unit. The total cost of Stages 1-4 was finalised and was \$221,517 under the approved Council budget. Stages 1-4 are now complete.</p> <p>Preparation of the Terms of Reference and a Project Brief for Stage 5 (north-west corner) will commence in September/October 2000.</p>
1.2.	Project Terms of Reference prepared. Go/No-go decision made.	
1.3	Functional Design Brief (including assessment of feasibility and viability) prepared. Go/No-go decision made.	
1.4	Consultants engaged and Project Brief confirmed.	
1.5	Concept designs developed and Design Report prepared. Go/No-go decision made.	
2.	Financial, programme and significant technical decisions (within delegated authorities) made timely for the projects to proceed smoothly.	<p>New Brighton Pier Tenancy – Hard Fitout The project was completed on programme and within budget.</p> <p>Ongoing co-ordination (settlement of the Final Account) is continuing.</p> <p>WestpacTrust Centre The post contract “bedding in” work is due for completion under budget in October 2000.</p> <p>Ongoing co-ordination is continuing.</p> <p>Fendalton and Library/ Service Centre The building was completed on programme and within the approved budget. The official opening was held on 3 July 2000.</p> <p>Ongoing co-ordination (Maintenance and settlement of the Final Account) is continuing.</p> <p>Jade Stadium Redevelopment The South Stand was completed on programme (to an extremely tight time frame) for the July 22 All Black v Springbok test.</p> <p>The tenders for the west embankment removal, light tower alternations, relocation of the 11 KVa power supply, relocation of the media facilities and subsoil improvement under the new West Stand have been let. Tender documentation for the new West Stand is being prepared and tenders will be called in October 2000.</p> <p>The Major Projects Co-ordinator has continued in the role of Project Director, reporting directly to the Jade Stadium Limited Board.</p>

		<p>English Park Redevelopment Tenders for Consultant services were accepted. The concept design was developed and the Concept Design Report prepared for adoption by Council in August 2000. Provided Council approval is received, design development will proceed to allow tenders to be called in December 2000 and construction to commence in February 2001. The anticipated completion date is October 2001.</p> <p>Ongoing co-ordination and regular reporting to the Parks and Recreation Committee. (The Project reporting will transfer to the Projects and Property Committee following adoption of the Design Report.)</p> <p>Centennial & Pioneer Leisure Centres The 12 month maintenance period on both projects expired and the last of the maintenance work is being completed. The centres have been operating successfully with only minor remedial and “bedding in” issues.</p> <p>Ongoing co-ordination (maintenance) is continuing.</p> <p>QEII Pools Redevelopment Work commenced on site in early January and construction of the new 51m training pool is progressing well for completion ahead of programme in January 2001. The new entry, lift/stairs, dive pool and changing rooms will be completed in June 2001.</p> <p>The remaining areas (leisure pool area, teach pool and mezzanine floor) will be completed by March 2002.</p> <p>Ongoing co-ordination and regular reporting to the Projects and Property Committee is continuing.</p>
3.	That the Chairperson of the Projects and Property Committee is satisfied with the quality of timeliness of the advice given.	The Chairman of the Projects and Property Committee is more than satisfied with the quality and timeliness of the advice given, and is also appreciative of the detailed information given to Councillors.
4.	That the monthly progress reports to the Director of Operations are sound and well based.	The Director of Business Projects and Relationships has been kept informed and up-to-date with regular meetings and reports on key issues.
5.	Positive 360° feedback from unit colleagues.	Positive feedback has been provided by colleagues.

DIRECTOR OF FINANCE

Business Unit	Director of Finance
Output Class	Corporate Advice

Performance Indicator		Actual
1.	The City Manager is satisfied with the quality of leadership and contribution to the Corporate Office and Corporate Teams.	City Manager satisfied.
2.	Unit Managers satisfied with the level of support received.	Ongoing consultation. No complaints received.
3.	Satisfactory completion of the Year 2000 Project and no significant impact on Council operations in January 2000.	Project completed – no significant impact reported.

Business Unit	Director of Finance
Output Class	Financial Advice

Performance Indicator		Actual
1.	Mayor and Committee Chairpersons are satisfied with the timeliness and quality of financial advice.	Mayor and all responding Chairpersons satisfied.
2.1	Maintain the Council's credit rating at no less than AA. (1997/98: Maintained)	Rating confirmed at AA following review in June 2000.
2.2	Council financial ratios are maintained inside prescribed limits. (1996/97: Maintained)	Ratios finalised with Annual Financial Statements in November. Expected to be maintained inside limits.

Business Unit	Director of Finance
Output Class	Trading Activities

Performance Indicator		Actual
1.	Mayor, Chairperson of Strategy and Resources Committee and the Directors of Christchurch City Holdings Limited satisfied with the quality and timeliness of reports and advice on trading enterprises.	All satisfied.

Business Unit	Director of Finance
Output Class	FAMIS Project

Performance Indicator		Actual
1.	Successfully implement core modules of new system by 30 December 1999.	Core systems implemented successfully. Payroll awaiting updated software. Integration testing almost complete. Remaining Gems modules scheduled "Go-live" September/October 2000. This output is now managed by the Director of Operations.

Business Unit	Director of Finance
Output Class	Cash & Investment Management

Performance Indicator		Actual
1.	Compliance with the procedures detailed in the Investment Policy.	Procedures complied with.
2.	Meet the 1999/00 benchmarks as determined by the Treasury Review Team.	Treasury Review Team currently investigating appropriate benchmark levels.

Business Unit	Director of Finance
Output Class	Loan Systems Management

Performance Indicator		Actual
1.	Compliance with Section 4 of the Borrowing Management Policy.	Fully complied with.
2.	Meet the 1999/00 benchmarks as determined by the Treasury Review Team.	Treasury Review Team currently investigating appropriate benchmark levels.

DIRECTOR OF POLICY

Business Unit	Director of Policy
Output Class	Policy Advice

Performance Indicator		Actual
1.	Research projects, reports and other tasks completed on time and to the satisfaction of the client.	Tasks generally completed within the agreed time frame and client satisfied
2.	The adoption by the Council of a Personal and Community safety policy Safe Christchurch 2001) by December 1999.	The Council determined that this would be the Strengthening Community Action Plan Strategy as agreed to a policy.
3.	That the Policy Section team members take an active and useful role in relevant corporate teams.	Policy Team Members have been involved in: Tram Liaison and Consultancy, Bus Exchange and related projects, Canterbury Dialogues, Green Edge Project, Housing Working Party, Canterbury Dialogues Indicators Team, National Indicators Team, Social Planning Inter-agency network, Funding Collaboration Project, Funding Review Team, Governance/Leadership, Central City Revitalisation.

Business Unit	Director of Policy
Output Class	Policy Advice to Council and its Committees

Performance Indicator		Actual
1.	That Council decisions are made based on quality information and advice, and in accordance with the principles of good governance.	Reports and Advice to Council of high quality assisting in ensuring appropriate decisions made.
2.1	That the Council is provided with the necessary support and advice to effectively advocate its position.	Reports prepared on time and adopted by Council, including <ul style="list-style-type: none"> - Monthly Reports on Central Government policy initiatives. - Metropolitan Profile - Social Wellbeing Policy review - Community Development Policy and Guidelines - Housing Reports. - Bus Exchange and Related Projects - Central City Revitalisation
2.2	That submissions prepared on the Council's behalf are timely and well represent its concerns.	Submissions prepared on time and adopted by Council. <ul style="list-style-type: none"> - Submission on Health Strategy - Submission on Primary Health Strategy - Paper on Community Funding and Funding Collaboration,

Business Unit	Director of Policy
Output Class	Community Development

Performance Indicator		Actual
1.	Social Indicators project in full operation and reporting to the Strategy and Resources Committee by 30 June 2000 .	Update reports to Strategy and Resources Committee. Full national indicators by October/November 2000.
2.1	Staff involved with the community development research are advised about relevant research issues.	This is being done.
2.2	Research projects, reports and other tasks are completed on time and to the satisfaction of the client.	Research Guidelines <ul style="list-style-type: none"> - Writing Research Briefs - Doing Social Research - Designing Surveys

Business Unit	Director of Policy
Output Class	Community Development

Performance Indicator		Actual
3.1	Social Research Database maintained and up to date on a regular basis.	This is being done and we are currently locating database on Council network.
3.2	Research Guidelines developed by 30 June 2000.	Completed November 1999. Ongoing updates of guides.

Business Unit	Director of Policy
Output Class	Management/Support

Performance Indicator		Actual
1.	That Units display a good and improving understanding of policy presentation.	Presentations by staff to standing committees are generally of a high standard.
2.	Resource the annual planning and reporting cycle in 1999/00 to a timetable that enables the Council to adopt by 30 November 1999 that Annual Report for 1998/99 and adopt by 30 June 2000 an Annual Plan for 2000/01; such documents to meet the statement of service objectives and performance reporting requirements for the Local Government Act (1996.97: Achieved).	<ul style="list-style-type: none"> - Annual Report adopted by 30 November 1999. - Other indicators will be measured in the second half of the year.

Business Unit	Director of Policy
Output Class	Management/Support

Performance Indicator		Actual
3.	The format of the Annual Residents' Survey is restructured, and a survey implemented and report available by 1 June 2000 (1997/98).	Now to be implemented for the 2001 survey.
4.	Restructuring to improve the consistency and clarity of the key accountability documents reflected first in the Annual Plan for 2000/01.	To be reviewed in the second half of the financial year.

DIRECTOR OF INFORMATION

Business Unit	Director of Information
Output Class	Management

Performance Indicator		Actual
1.	The Chairperson, Community Services Committee is satisfied with the quality of the contribution.	One adverse exception report.
2.	The City Manager is satisfied with the quality of the Section's contribution to the Corporate Office and Corporate Teams.	No adverse exception reports.
3.	Agreed Terms of Reference and timing implemented to the satisfaction of the City Manager and relevant standing committee chairpersons (for review of level of service for City Council information products delivered to the community).	Review now part of (a) Outputs and Standards Review for which initial round is completed, and (b) Geodata Services reorganisation now into its second phase.
4.	Core Data Team is effectively established and data maintenance in relation to the 'GEMS' persons and property database completed to enable satisfactory running of other 'GEMS' modules.	Core Data Team is now established and working well.

CORPORATE OFFICE - 1999/00 REPORT TO 06/00

	1999/2000		City	Director -	Director -	Director -	Director -	Director -	Director -
	Budget	Actual	Manager	Finance	Human Res	Operations	Policy	Bus Projects	Information
			Actual	Actual	Actual	Actual	Actual	Actual	Actual
OUTPUT CLASS NET COST									
Liaison, Advice & Management Support									
Corporate Advice	-	(74,190)	(8,556)	(32,784)			2,185	24,490	(59,525)
Financial Advice	-	(6,063)		(6,063)					
Trading Activities		8,778		23,920				(15,142)	
FAMIS Project	(298,000)	(298,000)		(298,000)					
Cash & Investment Management Advice	-	48,435		48,435					
Loans System Management	-	16,153		16,153					
General Management	-	51,062	(19,060)				70,122		
Human Resources Strategy	2,300	(26,009)			(26,009)				
Employment Relations	2,400	15,144			15,144				
Recruitment	1,900	1,785			1,785				
Performance	3,400	9,295			9,295				
HR Information System	(14,176)	(34,916)			(34,916)				
Health & Safety Services & Advice	-	34,417			34,417				
Internal Change Management	50,000	160,586				160,586			
Investigations Commissioner		34,745				34,745			
Customer Service Operation	388,096	318,189				318,189			
Advertising / Publishing Project	97,015	94,633				94,633			
Servicing Elected Members	-	(144,932)					(144,932)		
Economic Development	-	(965)						(965)	
Major Projects Coordination	-	-							
Corporate Information Development	-	94,364							94,364
Core Persons & Property Data	145,240	110,401							110,401
Audit Services									
Audits	-	(122,005)				(122,005)			
Provision of Audit Advice	-	91,152				91,152			
Health & Safety Audits	-	25,402				25,402			
Insurance	-	65,204				65,204			
Risk Management Advice	-	(27,564)				(27,564)			
Civil Defence									
CRC Levy	-	7,541				7,541			
Operational Readiness	-	(112,773)				(112,773)			
Policy									
Advice to Council and its Committees	(3,500)	40,487					40,487		
Community Services	149,340	60,202					60,202		
NET COST OF OUTPUTS	524,015	440,558	(27,616)	(248,339)	(284)	535,110	28,064	8,383	145,240
BUDGETED NET COST OF OUTPUTS		-	-	(298,000)	(4,176)	535,110	145,840	-	145,240
VARIANCE		(83,456)	(27,616)	49,661	3,892	-	(117,776)	8,383	-
Fixed Assets	4,340,319	4,293,101	1,604	3,920,060	19,694	347,110	-	1,941	2,692
Budgeted Expenditure per Unit			3,000	3,922,468	23,176	382,175	5,000	2,500	2,000
Fixed Assets Expenditure Variance per Unit		(47,218)	(1,396)	(2,408)	(3,482)	(35,065)	(5,000)	(559)	692

COMMENT FOR THE CORPORATE OFFICE ACCOUNTABILITY REPORT

Financial Results

Overall the Corporate Office is underspent by \$83,456. This surplus is after several carryforwards have been provided for which have been limited to the amount of unspent budget in the different areas.

While there have been some overexpenditures in some areas, these have been compensated for by significant underexpenditure in the City Manager's and Director of Policy's budgets.

Councillors Overseas Travel

January to June 2000

Name/s: Pat Harrow – Anna Crighton

Travelled to: Munich

Reason for Travel: To attend the Urban 21 Global Conference on Urban Futures held 29 May -9 July

Benefits to Council: Visit Gutersloh and obtain an insight into the work of the Foundation and the Bertelsmann Media Company. Visit Essen, which is one of project partner cities in the international network "Cities of Tomorrow" and which is also involved in the children's cluster. Visit Expo 2000 in Hanover.

Total Cost to the Council: \$4,899.00 total cost to each delegate totalling \$9,798.00
less \$2,500.00 from the Bertelsmann Fund Study Awards to Pat Harrow.
Net cost \$7,298.00

JANUARY to JUNE 2000 Overseas Travel

<i>Name/s:</i>	Robyn Moore
<i>Reason for Travel:</i>	To attend the First International Youth Services Models in Adelaide 10-19 Mar.
<i>Travel Cost to Council:</i>	\$997.02
<i>Benefits to Council:</i>	To present a seminar reflecting the Christchurch City Council commitment to young people and to an interagency model of working. Presenters and attendees from all around the globe will be attending the conference. This is an excellent opportunity to showcase the work of the Christchurch City Council Advocacy Office and to expand own knowledge base
<i>No of working days away from Christchurch:</i>	5

<i>Name/s:</i>	Albert Louman
<i>Reason for Travel:</i>	For members of the project team consisting of Ben Mitchell (The Carson Group), a representative of the Buchan Group Architects, to travel to Sydney 2 - 3 Mar. This is to see in person, similarly complex glazing systems to that proposed for the Christchurch Art Gallery Sculpture Wall.
<i>Travel Cost to Council:</i>	\$839.00
<i>Benefits to Council:</i>	Long term maintenance issues and to discuss issues of design detail, fabrication and erection complexities. Also the Sydney Casino have a number of similarities to what is to be achieved in Christchurch.
<i>No of working days away from Christchurch:</i>	2

Name/s: Melissa Slater

Reason for Travel: To attend and make a presentation along with Kerry Clark at the AGM of the Womens World Bowls in Melbourne 6-7 March. Also to attend the Paralympics meeting on the 8-9 March.

Travel Cost to Council: \$1139.00

Benefits to Council: Were successful in Melbourne after promoting and bidding for the World Bowls to be held in Christchurch 2008. Attended the Paralympics meeting to take the opportunity for Christchurch to be promoted for Pre-Games training for both the Paralympic and Olympic teams (USOC coordinate both).

*No of working days away
from Christchurch:* 5

Name/s: Warrick Dent

Reason for Travel: To attend the USOC Paralympic Team Leadership Meeting 9-12 March in Sydney

Travel Cost to Council: \$744.

Benefits to Council: An opportunity for Christchurch to be promoted for Pre-Games training for both the Paralympic and Olympic teams (USOC coordinate both). Warrick is currently working with several teams from the US and has also attended a previous USOC meeting. He has the background and working knowledge of the team's requests and will also be taking over the role of Pre-Games training and will remain the point of contact for the teams.

*No of working days away
from Christchurch:* 3

<i>Name/s:</i>	Warren Pringle
<i>Reason for Travel:</i>	To attend the Adelaide Arts Market and Festival 1-8 March and to meet with the Community Development and Cultural Department staff at Adelaide City Corporation. Also to meet the Executive Office of the Community Arts Network (South Australia) and the Education Manager of the Adelaide Centre for Performing Arts along with one of the Directors of the Adelaide Arts Festival.
<i>Travel Cost to Council:</i>	\$ (Airmiles being funded by Art and Industry – a separate trust – with the only contribution of Council funding being accommodation and daily costs.
<i>Benefits to Council:</i>	Adelaide is highly regarded on the international cultural and arts 'scene' and will benefit Christchurch and also as a personal development.
<i>No of working days away from Christchurch:</i>	7

<i>Name/s:</i>	David Marsh/Doug Muirhead
<i>Reason for Travel:</i>	To undertake in Brisbane 6-7 March, consulting work and facilities management of the many (about 500) facilities that TVNZ, Australian branch operates within Australia to broadcast television signals.
<i>Travel Cost to Council:</i>	\$2614.00
<i>Benefits to Council:</i>	This project will give us more credibility and added value in skills available to the city. Track record and experience will be enhanced by being exposed to a big market and provide a benchmark. A profit margin of 15% on this work will be returned to the City. There is a potential large market for City Design in facilities management for roads and public facilities in Christchurch and New Zealand.
<i>No of working days away from Christchurch:</i>	2

<i>Name/s:</i>	Joanne Chick
<i>Reason for Travel:</i>	To attend an Australian On-Line Documentation Conference held in Brisbane 12-14 April.
<i>Travel Cost to Council:</i>	\$1,4300. 00 registration costs for the Conference \$778.81 airfares, etc
<i>Benefits to Council:</i>	The conference is quite technical and highly related to the technology for future development of On-Line Help and Intranet.
<i>No of working days away from Christchurch:</i>	3

<i>Name/s:</i>	Mike Bourke
<i>Reason for Travel:</i>	To attend Australian Water and Waste Conference in Sydney 10-13 April and meet with Biosolids program management team for Sydney. Viewed production storage and distribution systems for Biosolids in NSW. Attended Seminar on Biosolids Guidelines that have recently been developed for NSW
<i>Travel Cost to Council:</i>	\$724
<i>Benefits to Council:</i>	Keep abreast of new technology developments in wastewater. Met with equipment suppliers for treatment plant upgrade and obtained ideas for our biosolids application.
<i>No of working days away from Christchurch:</i>	8

<i>Name/s:</i>	Ann Anderson
<i>Reason for Travel:</i>	To attend a meeting in Brisbane with representatives with library material supplier, Peter Pal.
<i>Travel Cost to Council:</i>	\$877.81
<i>Benefits to Council:</i>	This meeting will provide an opportunity for both parties to the agreement (Canterbury Public Library and Peter Pal) to discuss their ongoing relationship and ways to enhance this, as well as providing a forum to raise any concerns either party may have.
<i>No of working days away from Christchurch:</i>	3

<i>Name/s:</i>	Elizabeth Meates
<i>Reason for Travel:</i>	To attend a meeting in Brisbane with representatives with library material supplier, Peter Pal.
<i>Travel Cost to Council:</i>	\$877.81
<i>Benefits to Council:</i>	This meeting will provide an opportunity for both parties to the agreement (Canterbury Public Library and Peter Pal) to discuss their ongoing relationship and ways to enhance this, as well as providing a forum to raise any concerns either party may have.
<i>No of working days away from Christchurch:</i>	3

<i>Name/s:</i>	Leonid Itskovich
<i>Reason for Travel:</i>	To participate in the European Energy-Cities Annual Forum on 5-7 April 200 in Verona. Also attended the International Heating, Sanitation and Air Conditioning Exhibition in Nuremberg on 5-8 April.
<i>Travel Cost to Council:</i>	\$2,900
<i>Benefits to Council:</i>	Knowledge of new technologies and best practices in energy efficiencies. Also an excellent opportunity for exchange of professional ideas, methods and philosophy and also to learn best practices. It is paramount importance for the Council to maintain the position as new ideas and technologies in energy efficiency emerge and develop around the world.
<i>No of working days away from Christchurch:</i>	3

<i>Name/s:</i>	Lyn Campbell
<i>Reason for Travel:</i>	To attend Bertelsmann Cities of Tomorrow Facilitation Team Meeting Finland 23 May – 5 June. Coordinator of the Christchurch Project and leader of the cluster of cities working in Finland and Sweden on children's policies and agendas.
<i>Travel Cost to Council:</i>	\$3129.30
<i>Benefits to Council:</i>	Benefits to Council are opportunities to build upon existing contacts in Bertelsmann Cities of Tomorrow network. Opportunities to contribute to planning of next cycle of work on sustainability and quality of life indicators. Raise profile of CCC. Opportunities to work with local authorities which have a mandate from their government to develop a children's policy and agenda and to apply this learning to NZ.
<i>No of working days away from Christchurch:</i>	15

<i>Name/s:</i>	Debbie Dawson
<i>Reason for Travel:</i>	To attend the American Society for Training and Development Conference in Dallas, Texas 21-25 May. Also to visit the Orange County Library System and how they deliver their remote services.
<i>Travel Cost to Council:</i>	\$4920.00 (Florida to be funded by the Council's Bertelsmann Study Award).
<i>Benefits to Council:</i>	<p>This is an opportunity to attend the American Society for Training and Development and to hear case studies from high-profile multinational companies, network with people from over 80 countries. Also to experience the latest training products and to be stimulated by the brightest minds in the industry. With over 250 sessions, the focus will be on Human Performance Improvement.</p> <p>Orange County Library System also uses the same library software as Canterbury Public Library, and use this for performance tracking of their on-line information services. Of particular interest is how this Library manages to integrate the part of their business delivering remote services into the rest of their business/service.</p>
<i>No of working days away from Christchurch:</i>	5

<i>Name/s:</i>	Roger Lancaster
<i>Reason for Travel:</i>	To attend the e-Procurement for Government Conference in Canberra 22-24 May
<i>Travel Cost to Council:</i>	\$6,630.00
<i>Benefits to Council:</i>	Up to date information to assist in determining an appropriate strategy for incorporation in the FAMIS procurement system. Gaining contacts from similar organisations in Australia that are already heading down the E-Procurement path. Learning from suitable case studies relevant to our situation.
<i>No of working days away from Christchurch:</i>	7

<i>Name/s:</i>	Helen Gallagher
<i>Reason for Travel:</i>	To attend Bertelsmann Study Trip to Canada (Saskatoon) and Calgary) 18 June – 2 July and study recreation provision for older adults
<i>Travel Cost to Council:</i>	\$1,000.00 from the Bertelsmann Study Fund \$2,000.00 from the Leisure Unit
<i>Benefits to Council:</i>	The professional knowledge gained will be of immense benefit to the city. The other areas of study will be methods of community consultation on recreation needs and how recreation policy is implemented. Saskatoon is renowned for its expertise in the community development area and its programmes for older adults and this visit should provide much information for use by the Recreation and Arts Team here in Christchurch.
<i>No of working days away from Christchurch:</i>	10

<i>Name/s:</i>	Sue Sutherland
<i>Reason for Travel:</i>	To attend the International Network of Public Libraries conference being held in Germany June 2000.
<i>Travel Cost to Council:</i>	\$3248.10
<i>Benefits to Council:</i>	International exposure of Christchurch and its Libraries. Learning from and networking with key leaders in the international library management scene. A focus on practical and model solutions for library service development.
<i>No of working days away from Christchurch:</i>	6

<i>Name/s:</i>	Lynley Penlington
<i>Reason for Travel:</i>	To attend the Children's Book Council of Australia 4 th National Conference taking place in Canberra 11-14 May.
<i>Travel Cost to Council:</i>	\$779.00
<i>Benefits to Council:</i>	This conference provides an opportunity for Lynley to learn from and interact with, some of the best known and most highly respected children's authors and illustrators. This will bring first hand experience of this back to the Library. There will also be opportunities for Lynley to make links with professional colleagues and hear about practice in the area of Children's librarianship.
<i>No of working days away from Christchurch:</i>	4

<i>Name/s:</i>	Paul Sutherland
<i>Reason for Travel:</i>	To attend VALA Conference in Melbourne 14-20 February
<i>Travel Cost to Council:</i>	\$850.00
<i>Benefits to Council:</i>	Professional involvement learning child and web development for the library
<i>No of working days away from Christchurch:</i>	7

<i>Name/s:</i>	Peter McDonald
<i>Reason for Travel:</i>	To attend the AAPA (Asphalt Pavements) Conference in Sydney 19-25 February.
<i>Travel Cost to Council:</i>	\$2794.00
<i>Benefits to Council:</i>	Extremely beneficial regarding roading maintenance and construction. Also to catch up on the leading edge surfacing solutions from around the world. As major challenges in the paving and sealing area have to be overcome in the next few years, the need is for the most up to date information and technology and to achieve the most cost effective solutions.
<i>No of working days away from Christchurch:</i>	5

<i>Name/s:</i>	Kevin Williams
<i>Reason for Travel:</i>	To attend the Irrigation Australia 2000 Conference & Exhibition 23-25 May
<i>Travel Cost to Council:</i>	\$561.00
<i>Benefits to Council:</i>	The Parks Unit will benefit from the cost. This is a specialised field and a presentation of new technology, techniques and possible ways of using waste water for irrigation will be passed on to other teams and team members.
<i>No of working days away from Christchurch:</i>	3

<i>Name/s:</i>	Paul Burden/Lucas Sikotis
<i>Reason for Travel:</i>	To go on a fact finding study on Traffic Calming in Sydney and Adelaide on 29.01.00 to 06.02.00
<i>Travel Cost to Council:</i>	\$1360.00 each
<i>Benefits to Council:</i>	Re City Streets Project and to build a stronger building community. To provide elected members with a greater insight into the abilities of various consultants bidding for the provision of professional services to undertake the study in Traffic Calming
<i>No of working days away from Christchurch:</i>	5
<i>Name/s:</i>	Chris Sharman
<i>Reason for Travel:</i>	To Brisbane in May for Gemomedia Webmap and Web enterprise course
<i>Travel Cost to Council:</i>	\$855.00
<i>Benefits to Council:</i>	Knowledge and skills in programming and mapping for internet
<i>No of working days away from Christchurch:</i>	5
<i>Name/s:</i>	Melanie Williams
<i>Reason for Travel:</i>	To attend Town Centre Management Conference in London 14-16 June
<i>Travel Cost to Council:</i>	\$2,550.00 travel \$1,500.00 conference from the Bertelsmann Study Fund
<i>Benefits to Council:</i>	Study managing systems, marketing development problems and revitalisation of cities
<i>No of working days away from Christchurch:</i>	3