

Activity 13.4: Corporate Support

Accountable Manager: Sue Chappell

What services are provided?

- Collecting Council's money (collection of rates and Council debts)
- Paying Council's bills (payroll and accounts payable)
- Procurement and purchasing
- Corporate Contract Management (all corporate contracts excl facilities maintenance FM)
- Asset Management Planning Services (for council facilities – advisory, support, monitoring and audits)
- Corporate Accommodation management (Civic Offices and other corporate accommodation)
- Facilities Maintenance Contract Management (e.g. Cleaning, Security, Maintenance)
- Fleet Management (maintenance, sustainability and replacement of the car pool, specialist vehicles and plant)
- Facilities Rebuild Plan supported
- Property Consultancy (acquisition and disposal of land, management of leases and management of non-infrastructure property assets)
- Corporate Data Management

Why do we provide these services?

All Corporate Support services are provided to support the business in the effective and efficient running of the management of the city, through the achievement of community outcomes and the organisations vision and strategy.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Corporate support services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.</i>	
City assets, financial resources and infrastructure are well managed, now and for the future	<i>Providing efficient financial processes for the collection of Council rates and debts, procurement and payment of goods and services, and the management of contracts, corporate and non-infrastructure assets, data and energy, means that Council assets and financial resources are managed responsibly for the use of the community today and in the future.</i>

Which group or section of the community will benefit from this activity?:

Ratepayers; vendors/suppliers; debtors; lessees; ECan; CCC organisation; SCIRT; CERA/CCDU;

Key legislation:

- Health and Safety in Employment Act 1992
 - Employment Relations Act 2000
- Local Government Act (schedule 10), Chch City Plan, Building Act, Facilities Rebuild Project framework/delegations

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Collecting Council's money (collection of rates and all Council debts)					
13.4.1 Rates are collected (includes rates on behalf of ECan)	2011/12 93.98% 2010/11 96.83% 2009/10 97.14%	97.7% based on results from 29 TLA's	% rates paid in same year: 2013/14 at least 95% 2014/15 at least 97%	Efficiently ensuring maximum timely payment of rates is critical for cashflow and balance sheet management.	<p><i>Further information was requested on the number of residents not paying Environment Canterbury rates (collected by the Council) and on the amount that the Council is paid for collecting these.</i></p> <p>Council is paid 2% of gross rates collected from ECan. This is currently budgeted as \$1.06m (GST excl).</p> <p>The number of residents not paying ECan rates has not been separately collected to date. The number (anecdotally) is minimal and there have been no rating sales as a result. There were 2 rating sales last year and none for the previous 15 + years.</p> <p><i>At first meeting of 2013 look at Rating and Remissions policy re vacant sections of reduced value, where it is impossible to rebuild.</i></p> <p>Workshop to be set up in New Year on Council's rating policies particularly as they apply to properties in the Red Zone. Following this Council to consider how to incorporate any changes to the rating process within the LTP process.</p>
13.4.2 Debt is managed	2011/12 96.4% 2010/11 73.14% 2009/10 97.4%		% debt collected at 3 months: At least 96%	<p>Efficiently managing debt levels is critical for cashflow and balance sheet management.</p> <p>This incorporates financial information captured in SAP, such as invoiced debt, but not consenting debts or central govt debts.</p>	<i>Accepted</i>

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Paying Council's Bills (payroll and accounts payable)					
13.4.3 Accounts Payable processed efficiently	2011/12 84.29% 2009/10 84.39%	None available	% of Accounts Payable paid by 20 th of month: At least 84%	Efficiently meeting CCC trade terms is important for suppliers for their cashflow management, & meets Council's terms of trade Process improvements are needed to support the increase to this LOS.	<i>Accepted</i>
13.4.13 Manage uncleared items on bank statements	2011/12 No uncleared items > \$25k	None available	No uncleared items >\$25k on bank statement 3 days after month end	Ensures that any errors or delays are discovered and resolved monthly. (includes Rates, Accounts, Payroll and Debt)	<i>Accepted</i>
13.4.14 Payroll is processed	2011/12 99.8% 2009/10 >99.9%	None available	At least 99.8% accuracy	Ensures Councillors, staff and contractors are paid accurately and on time	<i>Accepted</i>
13.4.19 General Ledger (GL) Accounts reconciled	2011/12 95%	Audit NZ	At least 95%	Reconciles front end ledgers (general and debtors) to bank accounts to provide identification of any errors which are then cleared.	<i>Accepted</i>

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Procurement and Purchasing					
13.4.4 Procurement is managed as a shared service delivery.	12/13 YTD 93% 2011/12 94% 2010/11 91% as at Feb 2011 2009/10 86%	Office of Auditor General Procurement Guidelines set standards for process to follow	13.4.4.1 % operational goods and services of more than \$50k (Excl. GST) put to market through RFP/RFT: 2013/14: 93% 2014/15: 95% 13.4.4.2 % capital works of more than \$500k (Excl. GST) put to market through RFP/RFT: 2013/14: 95% 2014/15: 97.5%	Ensure appropriate standards are in place and applied to govern the expenditure of public funds that deliver value for money. Target for 2013/14 set at 93% as measurement detail is being fine-tuned. Excludes: - purchases associated with emergency response and recovery activities where justification approved within delegated authority; - procurement activity conducted by SCIRT; - Council authorised procurement activity in accordance with Office of Auditor General Procurement Guidelines; - where a market based approach is not feasible and the reasons are captured and reported.	<i>Accepted</i>
13.4.20 Procurement Compliance Monitoring and Reporting	New LOS		Quarterly report to Audit and Risk Management Subcommittee monitoring compliance 100% on time	Monitoring and reporting requirements as per the Council resolution dated 13 th September 2012 completed in full, on time, to requirement. Additional workload will be incorporated into current FTE through improvements in overall procurement & purchasing processes.	<i>Accepted</i>

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Corporate Contract Management					
13.4.8 Corporate Contract Management	2011/12 Measurement of contracts was suspended post-EQ. 2010/11 99% 2009/10 95%	As per requirements for performance in contracts	Maintain: Suppliers compliance with Contract KPIs: At least 95%	<p>Approach ensures suppliers compliance with contract specific key performance indicators that monitor suppliers performance under each of the contracts.</p> <p>This includes corporate contracts covering travel, fuel, office consumables, courier, postal services, document storage, scanning services, print, taxis, corporate banking, electricity. Collectively these 11 contracts are worth approximately \$13.5 million per year.</p> <p>This also includes the strategic management of the All of Government contracts (not included above) and managing the ongoing relationship with the Ministry of Business, Innovation and Employment. This currently includes contracts covering passenger vehicles and light commercials, mobile, voice and data.</p>	<i>Accepted</i>

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Asset Management Planning Services (for council facilities – advisory, support, monitoring and audits)					
13.4.9 Deliver and facilitate quality, compliant Asset Management planning & practices (including Energy Management)	Community Services - 85%; Corporate – partial plans in place; Transport & Greenspace buildings – plans being developed	Local Government Act, Schedule 10 and Office of the Auditor General Maunsell Audit 2007	% of draft Asset Management Plans (AMP's) completed and delivered to Business Units : 13.4.9.1 Community Services – 100% by 30 June 2014 13.4.9.2 Corporate Accommodation – 100% by 30 June 2014 13.4.9.3 Transport & Greenspace - Restricted Assets & Parking Buildings – 100% by 30 June 2014 13.4.9.4 Continuous Improvement Plans delivered to agreed project milestones by 30 June, annually	Council implements cost effective, fit-for purpose and compliant asset solutions that deliver an agreed level of service for current & future stakeholders. (eg renewal or replacement schedules to ensure prolonged life of facilities) Current performance - Asset mgt plans are the documentation of a wider asset mgt process. Although AMP plans have not been previously delivered for some asset groups, the critical key elements including works programmes and budgets have been produced to support LTPs. Performance also reflects impact of earthquakes i.e. resources have been diverted from normal proactive asset management planning & many planned works are on hold	Accepted
13.4.21 Audit compliance of Asset Management planning & practices (including Energy Management)	New LOS	Last building Asset audit 2007 Local Government Act, Schedule 10 and Office of the Auditor General Energy Efficiency & Sustainability Assessments (EESA)	13.4.21.1 Building Asset Management and Practices audits conducted to agreed timeline – 3-yearly, commencing early 2014 13.4.21.2 Continuous Improvement Plans reported to the Asset Operational Board by 30 June, annually 13.4.21.3 Energy audit and analysis conducted on at least 10 sites per annum to identify energy efficiency opportunities	Audits show (to OAG) Council's commitment to quality Asset Management planning & practices. Commence 3 yearly audits in 2014. 3 yearly audits to alternate between external and internal. \$50K (inflation adjusted) has been incorporated into the consultant budget every 6 years. The audits highlight areas of improvement that can inform the Asset Management Improvement Plans Ongoing monitoring & audits show Council's commitment to energy conservation & support sets the bar for CCC staff & project managers to put in place better design & operating practices. Finally, this includes the management of Council's energy contracts as well as its contract with the Christchurch Agency for Energy. Funding from Carbon Credit revenue for the Sustainable Energy Strategy will be exhausted during 2014/15 and no further funding is likely from Carbon Credit sales in the current market. For this reason there is no proposed budget for the Sustainable Energy Strategy from 2015/16.	Accepted

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Corporate Accommodation management (Civic Offices and other corporate accommodation)					
<p>13.4.15 Provide Corporate Accommodation that is compliant, fit-for-purpose & cost effective</p> <p>(incorporates office spaces and stores, customer services, board rooms and civic/public spaces)</p> <p>Current Network includes: 3 x CBD office spaces 6 suburban Service Centres 1 store (distribution warehouse)</p>	<p>Buildings operational and maintained per Facilities Maintenance contract</p>	<p>Historic records</p> <p>Civic / Corporate Office Survey 2006</p> <p>Workplace Report 2012 – Colliers Internat'l (National & regional)</p> <p>Benchmarking costs with comparable space in the private sector shows relative cost effectiveness.</p>	<p>13.4.15.1 Corporate accommodation is 100% compliant with regulatory requirements & compliance with relevant CCC policy</p> <p>13.4.15.2 (New) Space / FTE & Total Cost of Occupancy (per m2 & per FTE) on an operationalised basis, is within 20% of Ave Gross Market Rentals for equivalent space/activities</p> <p>13.4.15.3 (New) Over 85% staff / users satisfied with quality of corporate accommodation/public spaces (3yr cycle)</p>	<p>Safe, fit for purpose corporate accommodation supports and enhances collaborative work practices, staff morale, retention & productivity.</p> <p>Public & Civic spaces contribute to a city's identity & supports the provision of service & perceptions of transparency.</p> <p>Network Provision Includes: <u>CBD</u> - Civic Offices Hereford/Lichfield St/ Peterborough St <u>Stand alone</u> - Little River Service Centre, Brighton Service Centre, Waterworks Store <u>Currently Closed</u> - Akaroa SC, Lyttelton SC, Linwood SC & Lib Support, Sockburn SC,</p> <p><u>Not included-Co-Located & budgeted under Community Facilities or Libraries activities</u> - Riccarton SC/Community Centre (part closed), Shirley Lib/SC, Papanui Lib/ SC, Fendalton Lib/SC, Sth Library/SC (currently closed)</p> <p>NB. Current network came from pre-amalgamation (1989). An alternate network (eg Hub approaches) may improve delivery of services & minimise costs over time</p>	<p>1. Provide copy of evacuation procedures to all councillors. Email has been sent 17/12/12</p> <p>2. DSU to forward CAFe statement of intent and energy strategy to Councillor Beck. Email sent 19/12/12</p> <p>3. Report back with any audit on sustainability for Civic Offices. As part of our '6 Green Star' Civic building process, we have provided information on the design and construction. We are now compiling information to show the 'Fit Out' which will include the way that the building is set up to be sustainable. Eg waste management, recycling, photocopying etc). Once this is complete, we can provide the information. Ongoing compliance activity will be required.</p>

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Facilities Maintenance Contract Management (e.g. Cleaning, Security, Maintenance)					
13.4.7 Facility Maintenance (FM) Contract is managed	95% compliance with contract KPIs	NEC Contracts	At least 95% compliance with contract KPIs	<p>Approach ensures compliance with requirements of contract and achievement of performance standards, e.g. response times, vacant turnaround times</p> <p>Includes City Care Ltd contract management as well as catering, security & other building related contracts (collectively worth \$15.75 million per year).</p> <p>Includes customer surveys & KPI's with some financial penalties for poor-performance. Business Improvement plans agreed as part of KPI's drives improvement focus</p>	<i>Accepted</i>
Fleet Management (maintenance, sustainability and replacement of the car pool, specialist vehicles and plant)					
13.4.11 Provide compliant, fit-for-purpose, cost effective vehicle service for staff	<p>13.4.11.1 2011/12 actual not avail</p> <p>2010/11 actual not avail</p> <p>2009/10 81.53%</p> <p>13.4.11.2 2011/12 100%</p>	<p>None of the major local authorities have systems in place to measure utilisation</p> <p>Research: NCSFA State Fleet Administrators (USA) AFMA (Australian equivalent) & Mercury Associates Inc (consultants)</p>	<p>13.4.11.1 At least 80% utilisation (for core business hours)</p> <p>13.4.11.2 At least 95% compliance with Fleet contract KPIs</p> <p>13.4.11.3 (new) At least 85% satisfaction with carpool service</p>	<p>Carpool currently provided at 15 council sites, this geographic spread limits higher utilisation</p> <p>The 5% margin gives Council the opportunity to respond to high demand if required without compromising critical performance KPI's (such as WOF, Registration, Servicing on Time)</p> <p>Staff feedback confirms good performance & highlights areas to be addressed (incorporated within Corp Accom Survey, see 13.4.15.3)</p>	<i>Accepted</i>

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Facilities Rebuild Plan supported					
13.4.22 Manage facilities earthquake damage assessments process	New	None	<p style="text-align: center;">13.4.22.1 Detailed Engineering Evaluations (DEE) deliver to Council Facilities Rebuild evaluations programme schedule</p> <p style="text-align: center;">13.4.22.2 Damage assessments and demolitions deliver to Council Facilities Rebuild assessments schedule</p> <p style="text-align: center;">13.4.22.3 Management of facilities earthquake damage information: Database information maintained and accurate 100% of time</p>	<p>Detailed Engineering Evaluations are required as per Council instructions to ensure Council facilities are safe to occupy.</p> <p>Full damage assessments (such as electrical, furnishing, HVAC) are required to optimise insurance claims.</p> <p>A budget to cover engineer costs for completion of DEE's and overall damage assessments which are not covered by insurance is included in our financials.</p> <p>To ensure that Council has timely access to quality information to support decision making on buildings and insurance claims, a facilities damage & insurance database is maintained.</p> <p>This ensures the capture, management and provision of information of Council facility status and insurance claim data to enable the prompt handling of insurance claims.</p>	<i>Accepted</i>

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Property Consultancy (acquisition and disposal of land, management of leases and management of non-infrastructure property assets)					
13.4.10 Acquisition of property rights, e.g. easements, leases and land assets to meet LTP funded projects and activities	2011/12 Actual not avail 2010/11 >90% 2009/10 90.4%	Organisation standard for delivery of Capex AKL Council new measure at 70%	At least 90% projects delivered to agreed timeframes per annum	Efficient and proactive management of the delivery of Council funded/agreed projects Value of purchases varies significantly from year to year dependant on the status of individual projects, funding approvals and negotiations	Accepted
13.4.18 Lease Management – Lease 'Outs' and Lease 'Ins' lease terms and conditions relating to rent reviews, renewals and expiries, are managed.	13.4.18.1 2011/12 Pre-July events completed Actual not avail 2010/11 59.7% 2009/10 100% 13.4.18.2 2011/12 Current lease events underway Actual not avail 2010/11 100% 13.4.18.3 2011/12 lease events completed Actual not avail 2010/11 76.97% 2009/10 90.6%		13.4.18.1 100% of current year pre-July lease events completed 13.4.18.2 100% of current year lease events underway, i.e. rent reviews, renewals & expiries 13.4.18.3 At least 85% of current year lease events complete 13.4.18.4 (new) 100% lease expiries are notified to the business unit 9 months in advance (Reviewing lease requirements is the business owner's responsibility).	Leasing of property or land is required to enable the delivery of future Council activities and strategies Management of leases, both leased to and from the Council, is key to ensuring compliance with regulatory requirements and to manage the Council's commercial return on investment as appropriate 13.4.18.3 Due to the nature of the work, i.e. negotiations, agreeing value, reliance on tenants, it is not always possible to achieve 100%	Accepted

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Corporate Data Management					
13.4.12 Council's Core Data sets centrally managed to comply with Council's data principles and standards.	<p>Customer 2012/13 YTD 80% 2011/12 60% 2010/11 70% 2009/10 50%</p> <p>Assets 2012/13 YTD 35% 2011/12 53% 2010/11 50% 2009/10 50%</p> <p>Property 2012/13 YTD 42% 2011/12 60% 2010/11 50% 2009/10 100%</p>	Data conforms with Council's data principles and standards	<p>2013/14 – 2014/15</p> <p>% centralised data managed to agreed standards:</p> <p>13.4.12.1 Customer 90%</p> <p>13.4.12.2 Assets 70%</p> <p>13.4.12.3 Property 60%</p>	<p>Council's core data is essential for the ongoing business of the Christchurch City Council, without which the Council could not continue to meet its organisational targets.</p> <p>As data is a variable & is constantly changing a target of 90% is realistic.</p> <p>Achievement and ability to increase targets will happen once additional earthquake data workload is satisfied</p>	Accepted
13.4.16 Manage Council's Corporate Records to Public Records Act (PRA) requirements	<p>Active 2011/12 20% 2010/11 20%</p> <p>Electronic 2011/12 50% 2010/11 40%</p> <p>Semi-active 2011/12 75% 2010/11 75%</p> <p>Archive 2011/12 100% 2010/11 50%</p>	Public Records Act requirements	<p>2013/14 – 2014/15</p> <p>13.4.16.1 Active 50%</p> <p>13.4.16.2 Electronic 80%</p> <p>13.4.16.3 Semi-active 98%</p> <p>13.4.16.4 Archive 98%</p>	<p>The Public Records Act sets a framework for creating and managing information in public offices and local authorities and promotes accountability through reliable recordkeeping, enhancing public confidence in the integrity of Records Management.</p> <p>Achievement and ability to increase targets will happen once additional earthquake data workload is satisfied</p>	Accepted
13.4.17 Manage Continuous Improvement initiatives across the Council	<p>2011/12 90% 2010/11 90%</p>	Lean 6 Sigma projects analysis & comparisons	<p>90% of improvement initiatives delivered and benefits realised</p>	<p>Efficient and proactive management of the delivery of Council's agreed projects</p> <p>Focuses on assisting departments to improve their customer processes</p>	Accepted