

LONG TERM PLAN 2013-22 COMMITTEE AGENDA

TUESDAY 4 DECEMBER 2012

AT 9AM

IN COMMITTEE ROOM 1, CIVIC OFFICES, 53 HEREFORD STREET

Committee: Mayor Bob Parker (Chairperson),
Councillors Peter Beck, Helen Broughton, Sally Buck, Ngaire Button, Tim Carter,
Barry Corbett, Jimmy Chen, Jamie Gough, Yani Johanson, Aaron Keown,
Glenn Livingstone, Claudia Reid and Sue Wells

**General Manager
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LONG TERM PLAN 2013-22 COMMITTEE - 4. 12. 2012**1. APOLOGIES**

Councillor Ngaire Button.

2. DEPUTATIONS BY APPOINTMENT

Nil.

3. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

Attached.

It is recommended that the Committee **confirm** the minutes from its meeting of **7 November 2012**.

Unconfirmed

MINUTES

CHRISTCHURCH CITY COUNCIL

MINUTES OF A MEETING OF THE LONG TERM PLAN 2013-2022 COMMITTEE
HELD AT 9 AM ON WEDNESDAY 7 NOVEMBER 2012

PRESENT: Ngaire Button (Deputy Chairperson)
Councillors Peter Beck, Sally Buck, Jimmy Chen, Barry Corbett, Jamie Gough,
Yani Johanson, Aaron Keown, and Sue Wells

1. APOLOGIES

Apologies were received from Mayor Bob Parker and from Councillors Helen Broughton, Tim Carter, Glenn Livingstone and Claudia Reid.

It was agreed that the apologies be accepted.

Note: Councillor Corbett asked that the non-attendance at the Committee be discussed at the next informal Council workshop.

2. CONFIRMATION OF MINUTES FROM 23 OCTOBER MEETING

On the motion of Councillor Corbett, seconded by Councillor Chen, it was **resolved** that the minutes of the meeting held on 23 October 2012 be confirmed.

3. CONFIRMATION OF ACTIVITY MANAGEMENT PLANS DISCUSSED 23 OCTOBER

On the motion of Councillor Corbett, seconded by Councillor Gough, it was **agreed** that the Activity Management Plans (AcMPs) discussed at the meeting held on 23 October 2012 (Attachment A to the agenda) be confirmed.

4. OVERVIEW OF THE LONG TERM PLAN PROCESS

Staff presented on where the Committee is at in the Long Term Plan (LTP process), and gave an update on the AcMPs that have already been discussed and the rates impact of the Committee's directions to date.

The Committee noted that it considers the split between rates and fees funding as it considers each AcMP and that staff will use the direction provided to build budgets and to set fees and charges.

5. DISCUSSION OF NEW ACTIVITY MANAGEMENT PLANS

The AcMPs were discussed in the order indicated below. Staff responded to questions from the Committee on each plan and the Committee indicated whether it wanted any changes to the plans. Requested changes are noted under the **Committee direction** headings below.

Activity 11.0 Wastewater Collection

Committee direction

11.0.1

- Include an asterisk with a note to explain whether the performance target was based on part-year measurement.

5 Cont'd11.0.3

- Staff to report back on the appropriate measure from 2017/18, taking into account consent conditions and affordability.

Page 7 of Attachment B

- Ensure that the capital works programme includes work schedules for capital works programmes in particular where growth works support new subdivisions.

A link to the updated AcMP is provided below:

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WastewaterCollection.pdf>

Activity 11.1 Wastewater Treatment and Disposal**Committee direction**11.1.6

- Update rationale to include explanation of changes on electrical load.

A link to the updated AcMP is provided below:

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WastewaterTreatmentAndDisposal.pdf>

Activity 12 Water Supply**Committee direction**Front Page

- The Committee discussed whether volumetric charging for water should be included in this LTP. On the advice of staff, it noted the Council Water Supply Strategy includes an economic and legal review of charging for water and the LTP will include budget for these investigative projects. Any implementation decisions would be considered by the Council following these investigative projects.

A link to the updated AcMP is provided below:

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WaterSupply.pdf>

Activity 12.1 Water Conservation

No changes were suggested to this plan.

A link to the AcMP is provided below:

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WaterConservation.pdf>

The meeting closed at 12.10pm.

CONFIRMED THIS 4TH DAY OF DECEMBER 2012

MAYOR BOB PARKER (CHAIR)

4. CONFIRMATION OF UPDATED ACTIVITY MANAGEMENT PLANS FROM PREVIOUS MEETING

It is recommended that the Committee:

- (a) Agree to **accept** the Activity Management Plans discussed at its meeting of 7 November 2012.

The plans have been updated based on direction from the Committee as shown in **Attachment A** (separately circulated) or at the links below.

Sewerage Treatment and Disposal

11.0 Wastewater collection (pp.1 – 12)

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WastewaterCollection.pdf>

11.1 Wastewater treatment and disposal (pp. 13 - 22)

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WastewaterTreatmentAndDisposal.pdf>

Water supply

12.0 Water supply (pp. 23 - 38)

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WaterSupply.pdf>

12.1 Water conservation (pp. 39 - 44)

<http://resources.ccc.govt.nz/files/ACMP-LTP2013-22WaterConservation.pdf>

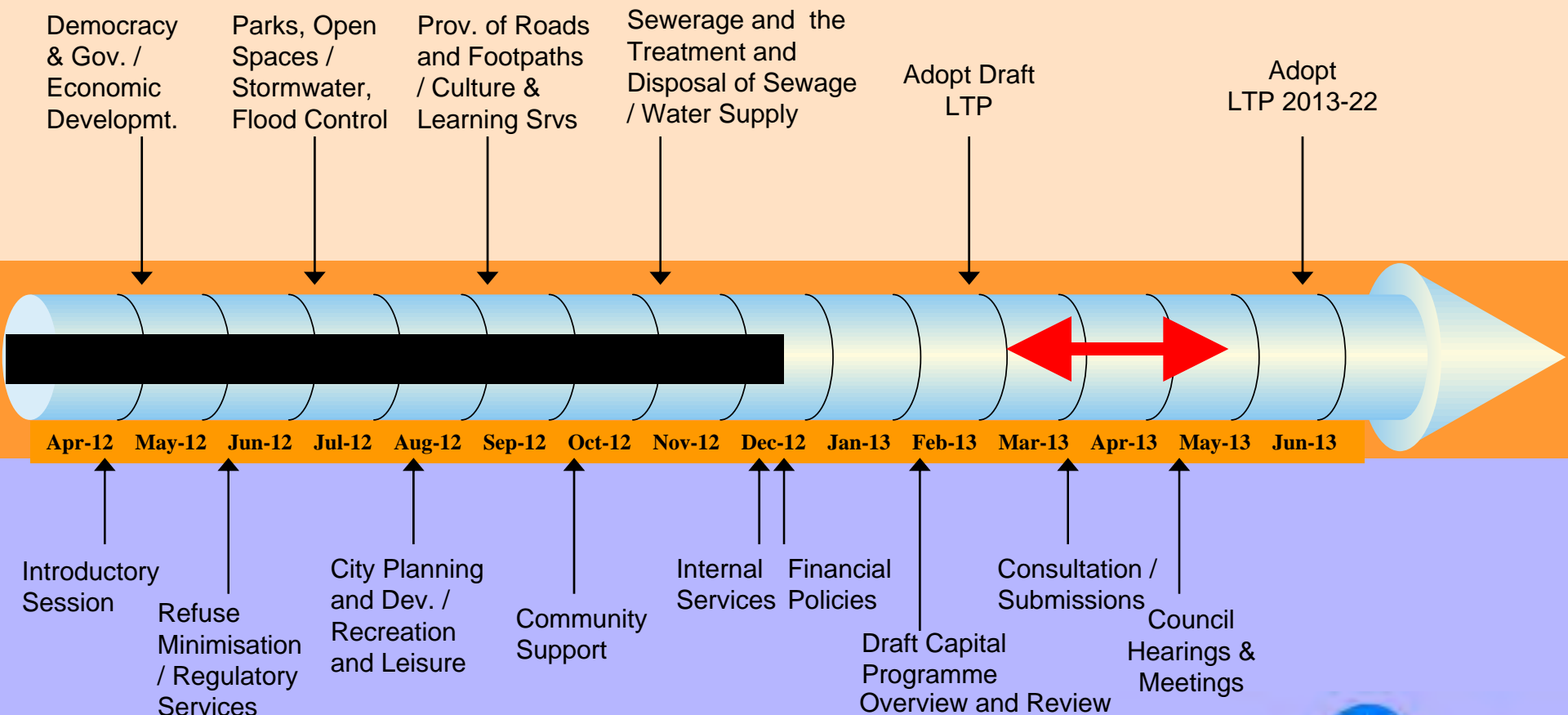
5. OVERVIEW OF THE LONG TERM PLAN PROCESS

Staff will provide an update on the Long Term Plan (LTP) 2013-22 process, timeline and budget.

See slides **attached**.

LTP Timeline

LTP 2013-22 Activity Management Plans



Timetable

City Planning and Development		Community Support	
Activity	LTP Committee date	Activity	LTP Committee date
City and Community Long Term Policy and Planning	08-Aug-12	Civil Defence Emergency Management	23-Oct-12
District Plan	08-Aug-12	Social Housing	23-Oct-12
Heritage Protection	08-Aug-12	Community Facilities	23-Oct-12
Cultural and Learning Services		Build Stronger Communities	23-Oct-12
Activity	LTP Committee date	Community Grants	23-Oct-12
Art Gallery and Museums	12-Sep-12	Customer Services	23-Oct-12
Libraries	12-Sep-12		
Transport and Environmental Education	12-Sep-12	Democracy and Governance	
Economic Development		Activity	LTP Committee date
Activity	LTP Committee date	City Governance and Decision-making	08-May-12
Christchurch Economic Development Leadership and Coordination	08-May-12	Public Participation in Democratic Processes	08-May-12
City Promotions	08-May-12	Parks and Open Spaces	
Civic and International Relations	08-May-12	Activity	LTP Committee date
Stormwater Drainage and Flood Protection and Control Works		Neighbourhood Parks	11-Jul-12
Activity	LTP Committee date	Sports Parks	11-Jul-12
Stormwater Drainage	11-Jul-12	Garden and Heritage Parks	11-Jul-12
Flood Protection and Control Works	11-Jul-12	Regional Parks	11-Jul-12
Recreation and Leisure		Cemeteries	11-Jul-12
Activity	LTP Committee date	Harbours and Marine Structures	11-Jul-12
Events and Festivals	08-Aug-12	Rural Fire Management	11-Jul-12
Recreation and Sports Services	08-Aug-12	Refuse Minimisation and Disposal	
Regulatory Services		Activity	LTP Committee date
Activity	LTP Committee date	Recyclable Materials Collection and Processing	13-Jun-12
Licencing and Enforcement	13-Jun-12	Organic Material Collection and Composting	13-Jun-12
Building Consenting and Inspections	13-Jun-12	Residual Waste Collection and Disposal	13-Jun-12
Resource Consenting	13-Jun-12	Commercial and Industrial Waste Minimisation	13-Jun-12
Building Policy	13-Jun-12	Provision of Roads and Footpaths	
Land and Information Property Services	13-Jun-12	Activity	LTP Committee date
Internal Services		Road Network	12-Sep-12
Activity	LTP Committee date	Active Travel	12-Sep-12
Human Resources	04-Dec-12	Parking	04-Dec-12
Performance Management and Reporting	04-Dec-12	Public Transport Infrastructure	12-Sep-12
Information Management & Communications Technology	04-Dec-12	Sewerage and the Treatment and Disposal of Sewage	
Corporate Support, incl Corporate Energy Management	04-Dec-12	Activity	LTP Committee date
Legal Services	04-Dec-12	Wastewater Collection	07-Nov-12
Public Affairs Internal Service	04-Dec-12	Wastewater Treatment and Disposal	07-Nov-12
Manage Capital Programme	04-Dec-12	Water Supply	
Asset and Network Planning (City Environment)	04-Dec-12	Activity	LTP Committee date
City Environment Business Support	04-Dec-12	Water Conservation	07-Nov-12
RDS Customer and Business Support	04-Dec-12	Water Supply	07-Nov-12
Venue Management (Vbase)	08-Aug-12		



Today's Activity Management Plans

Draft Activity Management Plans

- **Internal Services**

- 13.1 Performance Management and Reporting
- 13.2 Information Management and Communications Technology
- 13.4 Corporate Support
- 13.0 Human Resources
- 13.7 Manage Capital Programme
- 13.6 Public Affairs Internal Service
- 13.5 Legal Services
- 13.14 RDS Customer and Business Support
- 13.12 Asset and Network Planning (City Environment)
- 13.13 City Environment Business Support
- 10.3 Parking



Rates Impact of Proposals to Date

LTP 2013-22 LTP Committee decisions resulting in financial changes											
Activity Management Plan	Activity	Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Customer Services	2.6.2	Total Walk in hours increased by 6 per week	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Customer Services	2.6.9	Additional Call Centre staff - 4 FTE	216,000	216,000	216,000						
Art Gallery and Museums	3.0.16	Akaroa Museum collection insurance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Civic and International Relations	5.0.8	Feb 22 annual commemoration	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Events and Festivals	7.2.3	Cost increase for free events	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Licencing and Enforcement	9.0.17	Temporary accomodation permits - 2 FTE's	150,000	150,000	150,000	150,000	150,000				
Licencing and Enforcement	9.0.18	Liquor licencing - 2 FTE's	137,500	137,500	137,500	137,500	137,500	137,500	137,500	137,500	137,500
Licencing and Enforcement	9.0.18	Liquor licencing - cost recovery from fees				-137,500	-137,500	-137,500	-137,500	-137,500	-137,500
Licencing and Enforcement	9.0.5	Health licencing - 2 FTE's	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500
Licencing and Enforcement	9.0.5	Health licencing - further fee increases would be required if policy stays at 100% user pays	-162,500	-162,500	-162,500	-162,500	-162,500	-162,500	-162,500	-162,500	-162,500
Building Inspections and Consenting	9.1.9	Bldg compliance schedule audits - 1 FTE			62,500	62,500	62,500	62,500	62,500	62,500	62,500
Building Inspections and Consenting	9.1.9	Building WOF - cost recovery from fees			-62,500	-62,500	-62,500	-62,500	-62,500	-62,500	-62,500
		Net cost to Rates	631,000	631,000	631,000	277,500	277,500	127,500	127,500	127,500	127,500
309200000		Rates impact	0.20%	0.00%	0.00%	-0.11%	0.00%	-0.05%	0.00%	0.00%	0.00%

6. DISCUSSION OF NEW ACTIVITY MANAGEMENT PLANS

Staff will present the next set of draft Activity Management Plans (AcMPs), which provide an overview of what will be delivered over the next nine years.

The order that the AcMPs will be presented and web links to each plan are provided below or see **Attachment B** (separately circulated, page numbers indicated below).

Group of Activity	Activity Management Plans
Internal Services	<p>13.1 Performance Management & Reporting (pp. 1 - 9) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsPerformanceManagementAndReporting.pdf</p> <p>13.2 Information Management & Communications Technology (pp. 10 - 29) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsInformationManagementAndCommunicationsTechnology.pdf</p> <p>13.4 Corporate Support (pp.30 - 44) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsCorporateSupport.pdf</p> <p>13.0 Human Resources (pp. 45 - 55) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsHumanResources.pdf</p> <p>13.7 Manage Capital Programme (pp. 56 - 69) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsManageCapitalProgramme.pdf</p> <p>13.6 Public Affairs Internal Service (pp. 70 - 79) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsPublicAffairsInternalService.pdf</p> <p>13.5 Legal Services (pp. 80 - 85) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsLegalServices.pdf</p> <p>13.14 Regulation & Democracy Services Customer & Business Support (pp. 86 - 94) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsRDSCustomerAndBusinessSupport.pdf</p> <p>13.12 Asset & Network Planning (pp. 95 - 104) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsAssetAndNetworkPlanning.pdf</p> <p>13.13 City Environment Business Administration & Business Improvement (pp. 105 - 111) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22InternalsCityEnvironmentBusinessAdminAndBusinessImprovement.pdf</p>

6 Cont'd

<i>Provision of Roads and Footpaths</i>	10.3 Parking (pp. 112 – 122) http://resources.ccc.govt.nz/files/ACMP-LTP2013-22Parking.pdf
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**LONG TERM PLAN 2013-22 COMMITTEE
AGENDA**

**TUESDAY
4 DECEMBER 2012**

ATTACHMENT A

Activity 11.0: Wastewater Collection

Accountable Manager: Mark Christison

What services are provided?

Collecting wastewater from properties within the reticulated area, by maintaining and operating a network of underground pipes, vacuum and pumping stations, that conveys wastewater to the wastewater treatment plants.

Why do we provide these services?

To protect public health and meet environmental standards.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
Injuries and risks to public health are minimised	<i>Collecting wastewater from reticulated areas by maintaining a public network of underground pipes and pumping stations enables wastewater to be conveyed to the wastewater treatment plants, safeguarding public health.</i> <i>Ongoing monitoring ensures continuity of public wastewater collection and minimises odour complaints associated with the wastewater reticulation system.</i>
Water quality in rivers, streams, lakes and wetlands is improved	<i>Ongoing monitoring of the wastewater collection system ensures compliance with resource consent conditions for wet weather overflows into rivers and waterways.</i>
Statutory obligations are met by the Council	<i>Providing wastewater collection services is a statutory requirement for the Council.</i>

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

Christchurch residents, visitors to Christchurch, ratepayers properties, commercial and industrial businesses, developers, Selwyn District Council.

Key legislation:

- The Local Government Act 2002
- The Local Government (Rating) Act 2002
- The Resource Management Act 1995
- The Health Act 1956
- CCC Trade Waste Bylaw 2006
- Water Related Services Bylaw 2008
- Canterbury Earthquake Recovery Act 2011

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
11.0.1 Wastewater collection is provided in a safe, convenient and efficient manner	<p>11.0.1.1 Blockages responded to within 1 hr within urban areas 2009/10 94.1% 2010/11 82.9% 2011/12 58.9%</p> <p>11.0.1.2 Blockages responded to within 2 hrs within urban areas 2009/10 99.1% 2010/11 93.9%* 2011/12 81.1%</p> <p>11.0.1.3 Blockages responded to within 2 hrs within rural areas 2009/10 97% 2010/11 100%* 2011/12 95%</p> <p>11.0.1.4 Blockages responded to within 4 hrs within rural areas. 2009/10 100% 2010/11 100%* 2011/12 100%</p> <p><i>* Year measurement commenced and estimated based on 3 months data</i></p>	<p>Watercare achieved 94% of blockages attended within 1 hour of notification. (Watercare Annual Report 2010-2011)</p> <p>Wellington Area – target – 97% responded to within 1 hour.</p> <p>Dunedin Target – 95% responded to within 1 hour</p>	<p>11.0.1.1 Percentage of blockages responded to within 1 hr within urban areas: 2013/14 at least 60% 2014/15 at least 70% 2015/16 at least 80% 2016/17 at least 90%</p> <p>11.0.1.2 Percentage of blockages responded to within 2 hrs within urban areas: 2013/14 at least 70% 2014/15 at least 90% (ongoing)</p> <p>11.0.1.3 Percentage of blockages responded to within 2 hrs within rural areas: 2013/14 at least 70% 2014/15 at least 90% (ongoing)</p> <p>11.0.1.4 At least 99% blockages responded to within 4 hrs within rural areas.</p>	<p>Key Business Driver: Measuring and managing contractor response times, and continuity of wastewater collection & transportation services. Different response times for Banks Peninsula to allow for travel time and more difficult access. These are City Care contract maintenance standards.</p>	<p>Accepted</p> <p>Current performance note included</p>

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
11.0.1 Wastewater collection is provided in a safe, convenient and efficient manner (cont'd)	<p>Number of properties affected by wastewater blowbacks per year due to network operations and maintenance activities</p> <p>2009/10 N/A 2010/11 154* 2011/12 139</p> <p><i>* Year measurement commenced and estimated based on 3 months data</i></p>	<p>Auckland, Hutt City, Tauranga, Hastings, New Plymouth, very rarely have issues with blowbacks. Christchurch is unique in having a large number of small (150 mm) sewers at flat grades.</p>	<p>11.0.1.5 Number of properties affected by wastewater blowbacks per year due to network operations and maintenance activities</p> <p>2013/14: No more than 750 properties 2014/15: No more than 500 properties</p>	<p>This measure counts the number of individual properties that experience wastewater blowing back into private property as a consequence of a blockage in council owned asset or as a consequence of council cleaning operations (i.e. blowbacks) It also includes pressure and vacuum systems.</p> <p>Note – SCIRT cleaning and CCTV operations increase the risk of blowbacks whilst the infrastructure rebuild is in progress.</p>	Accepted
	<p>Customer satisfaction with wastewater services</p> <p>2009/10 88% 2010/11 Not surveyed 2011/12 82%</p>		<p>11.0.1.6 Customer satisfaction with wastewater services</p> <p>2013/14 at least 80% 2014/15 at least 80% 2015/16 at least 85% 2016/17 at least 90%</p>		

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
11.0.2 Minimise odour complaints	Odour complaints / 10,000 properties served / year 2009/10: 4 2010/11: 7 2011/12: 7	Watercare: 52 odour complaints from the wastewater collection system (equivalent of 1.2 complaints / 10,000 properties served) Northshore CC: 126 odour complaints from the wastewater reticulation system (equivalent of 15.4 odour complaints / 10,000 properties served) Hutt Valley Water Services: 10 odour complaints for both the treatment plant & reticulation network collectively (equivalent of 2 odour complaints / 10,000 households)	Odour complaints per 10,000 properties served per year 2013/14 No more than 25 complaints 2014/15 No more than 20 complaints 2015/16 No more than 15 complaints 2016/17 No more than 10 complaints	Includes complaints about chemical toilet storage tanks. Does not include complaints associated with SCIRT rebuilding of underground infrastructure.	Accepted
11.0.3 Consent compliance for wet weather overflows	Wet weather overflow events into rivers and waterways per year (rolling 10 year average) Results 2007/08: 4.0 2008/09: 5.0 2009/10: 5.3 2010/11: data collection suspended due to continuous discharges for months due to earthquake damage.	No infringement notices served on Auckland authorities by respective Regional authorities, Auckland Water Industry Report	<i>From 2013/14 to 2016/17</i> Report to Environment Canterbury the number of sewer overflows to local waterways relating to wet weather sewer overflows each year." 2016/17 Undertake computer modeling that will inform the compliance achievement target setting for 2017/18 and beyond for wet weather sewer overflows to the local waterways.	Measuring and managing compliance with Resource Consent conditions for wet weather sewer overflows. The definition for this measure is taken from the ECAN wording from the Resource Consent. Compliance requirement suspended due to EQ damage until March 2017 as detailed in Ecan / CCC - Wet Weather Overflow Compliance Management Strategy	Staff to report back on appropriate measure from 2017/18, taking into account consent conditions and affordability. Response – 2017/18 LOS deleted and replaced with new 2016/17 LOS

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
11.0.4 Number of breaks/chokes within the wastewater reticulation system, <i>excluding third party damage from earthquake reconstruction of the wastewater network.</i>	No more than 48 breaks/chokes / 10,000 properties served / year 2009/10: 38.7 2010/11 NA 2011/12 NA NA (Not Available) as thousands of properties were affected by earthquakes	5.2 - 17.4 breaks/chokes per 1000 properties served (range from 7 Auckland authorities, Auckland Water Industry Report) (52 – 174 per 10,000 properties)	Breaks/chokes per 10,000 properties served per year 2013/14 No more than 700 2014/15 No more than 600 2015/16 No more than 400 2016/17 No more than 200	Key Business Driver: Measuring and managing the overall performance of the wastewater reticulation network and effectiveness of the wastewater pipework renewal programme, and Trade Waste Bylaw in reducing blockages from fats. Target is modelled from UDS growth estimate data, and allows for annual fluctuations.	Accepted

Customer

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

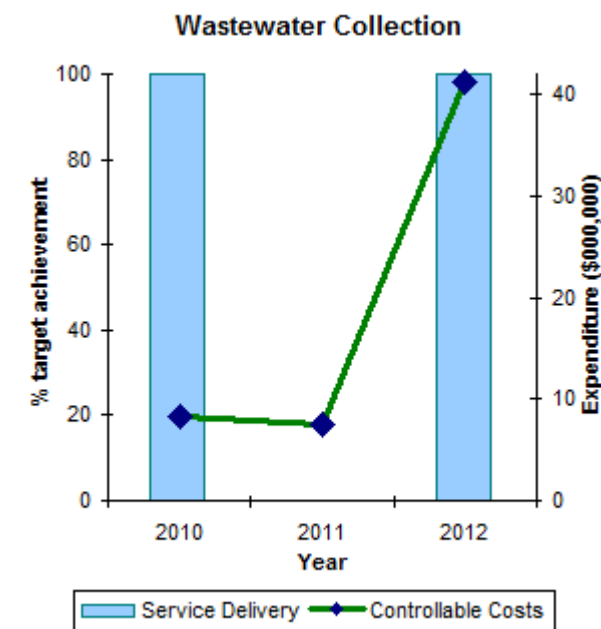
			'000's
Wastewater Collection	1 - Renewals	WW Business Entity R&R	37
		WW Infra R&R Pumping	265
		WW Infra R&R Wastewater Reticulation	866
		WW Odour Control	106
		WW Pump Scada System	401
		WW Pumping Buildings & Civil R & R	370
		WW pumping stations -Electronic new	53
	2 - Growth	WW WI Future Stages	264
		WW Major Trunk Expansion (Inc SW)	5,459
		WW New Mains Programme	1,004
		WW Northern Relief & PS (PS 6,7,39,40,41	556
		WW Pump Stn 64 Upgrade	239
		WW Pumping New Stns for Growth	453
		WW Pumping Station 60 Upgrade	50
		WW Riccarton Trunk Main Project	50
		WW South West Area Growth	2,838
		WW Subdivisions Add Infra for Dev-GenO/H	142
		WW Wainui Sewer Retic & WWTP	111
		WW Wairakei Diversion	7,700
		WW Wigram PM & PS 105	23,150
		WW Worsleys Sewer (Lower Blocks 3& 4	30
	3 - Aspirational	WW Extension to Charteris Bay	3,859
	4 - Rebuild	Wastewater Reticulation Infrastructure Rebuild	193,100
		Wastewater Pump Station Rebuild	37,100

Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 11.0 Wastewater Collection					
Collecting Wastewater from Properties	11,058	80/20	0/0/100/0	Ongoing	
Activity Costs before Overheads	11,058				
Corporate Overhead	1,273				
Depreciation	11,144				
Loss Asset Disposal	300				
Interest	1,704				
Total Activity Cost	25,479				
Funded By:					
Fees and Charges	22				
Grants and Subsidies	-				
Total Operational Revenue	22				
Rates Funding	25,457				
Capital Expenditure	48,003				
Renewals & Replacements	1,622				
Asset Improvements	40,787				
New Assets	5,594				
Rebuild	230,200				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

The collection system for waste water was significantly damaged by the earthquake events in 2010 and 2011. It is estimated that at least 7 pumping stations have been so severely damaged that they will need to be replaced a further 22 pumping stations will require significant repairs. The reticulation system was also significantly affected with 520 km of the network likely to require replacement or major repairs. After the initial earthquake events the system was so badly damaged that sewage discharges to the environment occurred. These discharges were minimised and reduced as soon as practically possible. The system has now been repaired to a level where during normal operating conditions sewerage discharges no longer occur. The replacement of damaged infrastructure is being delivered by the Stronger Christchurch Infrastructure Rebuild Team (SCIRT). Its programme sets out in broad terms to repair and replace the damaged system from east to west across the city. This rebuild will introduce new collection technologies in the form of low pressure sewer systems and vacuum sewer systems. These systems are being located in land areas likely to experience the greatest degrees of land settlement and or lateral movement in future seismic events.

The present asset management approach is a balanced mix of maintenance and renewal to preserve levels of service plus a capital response where appropriate to respond to increasing demands. Pre earthquake the programme was maintaining the waste water collection system in a steady state that delivered the required levels of service. The pre earthquake renewals programme was largely driven by the expected life of the assets correlated against its known condition, but the programme also considered the overall average life of the asset stock and the medium to long term issue of smoothing renewals programmes resulting from the historical growth of the city.

In support of the rebuild programme being delivered by SCIRT the opportunity has been taken to review the technical standards adopted by council for the construction and installation of the waste water collection system, this will lead to the adoption of a range of collection systems depending on the prevailing ground conditions in a catchment area. This approach will enable the collection system to be more resilient to any future natural events. Such examples include but are not limited to the installation of "pressure and vacuum systems and the relocation of key pumping stations away from areas with unstable ground conditions.

The learning's gained through the rebuild programme will be incorporated and further developed into future asset management plans. The asset management plan for waste water is to be significantly reviewed for the 2015/25 LTP, with the immediate priorities to ensure that the asset condition information collected to support the rebuild is integrated back into the council asset system. Further work has been identified to then undertake investigations and studies to determine the long term impact the earthquake events may have had on those assets that will not be replaced as part of the initial rebuild programme.

Growth

-The development of a waste water strategy has been accelerated to support the rebuild programme and help to assess the impact of future growth and the change in land use resulting from the relocation of properties.

The capital programme has been reviewed to enable new Greenfield development to occur to support the recovery of Christchurch this has resulted in significant waste water collection projects being bought forward in the long term plan (Wairakei diversion, Pressure Main 105 and Pumping Station 105 etc).

Betterment / Aspirational

-Significant post earthquake changes are likely as the city recovers from the Canterbury earthquake sequence. The wastewater network changes are being designed to provide a more resilient system in future earthquake events.

Legislative

-The council has legislative responsibilities under the LGA and Health Act and is required to meet resource consent conditions relating to sewerage discharges and impacts on public health.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Wastewater Reticulation</u></p> <p>Renewals and replacements of wastewater collection and transportation assets are carried out to ensure delivery of the following levels of service: 11.0.1, 11.0.2, 11.0.3, 11.0.4, 11.0.5</p> <p>Trunk & Collection Sewers Replacement undertaken when condition assessment indicates or where capacity issues determine or where significant highway works are scheduled</p> <p>Laterals Replacement undertaken when condition assessment indicates or where capacity issues determine or where significant highway works are scheduled</p> <p>Manholes & Structures Replacement undertaken when condition assessment indicates or where capacity issues determine or where significant highway works are scheduled</p>	<p>Current Asset Details 1,617km Gravity mains 150km rising / pressure mains 25,879 Manholes 1,632 Flush tanks Air Gap Separators 31 Biofilters 945 km laterals (101,200 connections)</p> <p><i>(Total Optimised Replacement Costs estimated at \$971 million with weighted life expectancy of 120 years- annual depreciation equates to \$8m)</i></p> <p>Assessed need (pre earthquake) is every 70 yrs AC (Asbestos Cement), 100 yrs PVC / PE, 120 yrs Concrete, 150 yrs earthenware, 150 yrs Brick Barrels. Actual is on condition, capacity, infiltration, road reconstruction etc.</p> <p>Assessed need is every 100 years. Actual is on condition.</p> <p>Assessed need is every 70 years. Actual is on condition and pipe alignment need.</p>	<p>Benchmark NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50- 150 yrs), OPUS AC 50 – 85 yrs, Concrete 100 yrs, earthenware 150yrs. Brick Barrels 150 yrs)</p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50- 150 yrs.) (Refer picture of laterals and reticulation)</p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 60 to 100 yrs)</p>	<p>\$2,362</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Wastewater Reticulation (continued)</u></p> <p>Flush tanks.</p> <p>AGS (Air Gap Separators for water connection to Flush Tanks)</p> <p>Bio-filters Filters replaced when condition determines or when performance is below required level</p> <p>Pressure systems Alternate sewer technology comprising household pit, grinder pump, control panel and PE pressure mains</p> <p>Vacuum systems Alternate sewer technology comprising vacuum pit, vacuum valve, PE vacuum lines, breather pipes and isolation valving</p>	<p>Assessed need is every 70 years. Actual is on condition</p> <p>Assessed renewal need every 70 years. Actual on condition and risk of backflow to water supply.</p> <p>Assessed need is every 30 years. Actual replacement made on condition or assessment of performance.</p> <p>Alarm/Control Panel: 25 yrs Storage Chamber / Pit: 50 yrs Grinder Pump: 25 yrs. (there are wear parts in the pump that will need to be replaced at year 12 that are 20% of the cost of the pump) Property Boundary Kit: 25 yrs PE Pressure or PE Vacuum Main (PE 100 pipe): 100 yrs Isolation Valves: 20 yrs Flushing Points: 20 yrs Air Valves: 20 yrs</p> <p>References (excl. pressure and vacuum)</p> <ul style="list-style-type: none"> • CCC Asset Lives: 2006 Revaluation • 2008 draft AMP 	<p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 75 to 100 yrs) .</p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 25 to 100 yrs)</p> <p>Benchmark NZ Infra Val & Dep Guidelines N/A)</p>		

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Wastewater Pumping Stations</u></p> <p>Renewals and replacements of wastewater pumping stations assets are carried out to ensure delivery of the following levels of service: 11.0.1, 11.0.2, 11.0.3, 11.0.4</p> <p>Vacuum Stations (in design)</p> <p>Mechanical Equipment. Will be replaced when condition or capacity requires, or when station is refurbished, or if efficiency assessments identify cost effective savings</p> <p>Structures. Will be replaced when condition or refurbishment is required to accommodate plant and equipment</p> <p>Pipe work.</p> <p>Electrics (switchboards, power supplies etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p>	<p>Current Asset Details 145 Pump stations 231 Pump sets 12 Generator Sets</p> <p><i>(Total Optimised Replacement Costs estimated at \$52.6 million with weighted life expectancy of 60 years- annual depreciation is \$877,000)</i></p> <p>The numbers of Vacuum Stations, Vacuum Pump Sets, Vacuum Station Discharge Pump sets and Emergency Generator Sets have yet to be finalised as they are under construction at then time of writing.</p> <p>Assessed renewal need is Drywell pumps every 100 yrs, small submersible every 25 yrs, Standby & large submersible every 50 yrs. Vacuum pumps every 20 years. Actual is on condition, capacity performance, cost of maintenance etc.</p> <p>Assessed need is every 100 years. Actual is on condition and capacity and network configuration considerations</p> <p>Assessed need is every 100 years. Actual is on condition, pump renewal (layout)</p> <p>Assessed need is every 30 years. Actual is on condition, changes to pump capacity etc.</p>	<p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 10 to 30 years)</i></p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 75 to 100 yrs)</i></p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 40 to 75 yrs)</i></p> <p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 15 to 35 yrs)</i></p>	<p>\$246</p> <p>\$15</p> <p>0</p> <p>\$81</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Wastewater Pumping Stations (continued)</u></p> <p>Electronics (control equip etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p> <p>NOTE : The ORC values are based on the 2006 wastewater valuation. ORC values will be updated on completion of the next valuation planned for completion in December 2012.</p>	<p>Assessed need is every 15 years. Actual is on technology, obsolescence, need for additional functionality, improved efficiency due to technology etc.</p> <p>References</p> <ul style="list-style-type: none"> • CCC Asset Lives: 2006 Revaluation • 2008 draft AMP 	<p>Benchmark - NZ Infra Asset Val & Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 20 yrs)</p>	<p>\$70</p>	

Activity 11.1: Wastewater Treatment and Disposal

Accountable Manager: Mark Christison

What services are provided?

- ✚ Operate and maintain treatment plants, discharge structures/outfalls and biosolids reuse/disposal.
- Provide laboratory services as an integral part of monitoring and controlling treatment processes.

Why do we provide these services?

To provide for the treatment and disposal of wastewater from properties. Required under Resource Management Act and Health Act.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
Injuries and risks to public health are minimised	<i>By providing well-maintained treatment plants and disposal services, the Council ensures that wastewater is disposed of efficiently, safeguards public health and minimise adverse effects on the environment.</i>
	<i>Laboratory services undertake monitoring and analysis of Council wastewater treatment and disposal services to measure compliance with resource consents and process requirements.</i>
	<i>Ongoing monitoring of wastewater treatment and disposal processes ensures that wastewater is treated to an appropriate standard before it is discharged.</i>
Statutory obligations are met by the Council	<i>Providing wastewater treatment and disposal is a statutory requirement for the Council.</i>

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

Christchurch residents, visitors to Christchurch, ratepayers, local residents adjacent to plants, commercial and industrial businesses, developers, Selwyn District Council.

Key legislation:

- The Resource Management Act 1995
- The Health Act 1956
- The Local Government (Rating) Act 2002
- The Water Related Services Bylaw 2008
- Trade Waste Bylaw 2006
- Canterbury Earthquake Recovery Act 2011

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Operate and maintain treatment plants discharge structures/outfalls and biosolids reuse/disposal.					
11.1.2 Maintain consent compliance for wastewater treatment plants	<p>Current LOS: Number of major or persistent breaches of resource consent by the Christchurch Wastewater Treatment Plant (CWTP)</p> <p>2009/10= 1 2010/11= 5 * 2011/12= 0</p> <p>*Due to earthquake damage at CWTP</p>	<p>No infringement notices served on Watercare (Watercare Annual Report 2010-2011)</p> <p><i>Wellington Area Target – no Resource Consent infringement notices received from Regional Council</i></p> <p><i>Hamilton target – to achieve a high level of compliance</i></p> <p><i>Dunedin target – zero consent breaches</i></p>	<p>Maintain no major or persistent breaches of resource consent for wastewater treatment plants and associated discharges each year, as reported by Ecan</p>	<p>Measuring and managing compliance with resource consents associated with the operation of the wastewater treatment plants (CWTP and Banks Peninsula Plants)</p>	Accepted
11.1.1 Minimise odour complaints from wastewater treatment plants	<p>Current LOS: Number of widespread and/or on-going incidences of objectionable odour per year from the Christchurch Wastewater Treatment Plant</p> <p>2009/10= 0 per 10,000 2010/11= 0.27 per 10,000* 2011/12= 0 per 10,000</p> <p>*Due to earthquake damage at CWTP</p>	<p>Watercare: three odour complaints from Mangere Treatment Plant, seven from other plants (equivalent of 0.00 complaints / 1000 properties served) (Watercare Annual Report 2010-2011)</p> <p>Wellington Area – target no more than fifty complaints per 10,000 properties</p> <p>Wellington Moa Point – target 0 confirmed complaints</p>	<p>11.1.1.1 No more than 0.1 odour events per 10,000 properties served per year</p> <p>11.1.1.2 Meet ECAN conditions of air discharge consent</p>	<p>Measuring and managing significant odour issues associated with wastewater treatment plants. Target 11.1.1.1 allows for annual fluctuations, and is modelled from UDS growth estimate data, based on two complaints per treatment plant per year (Banks Peninsula has seven wastewater treatment plants (<i>Lyttleton, Diamond Harbour, Governors Bay, Tikao Bay, Akaroa, Wainui, Duvauchelle</i>) and the Christchurch Wastewater Treatment Plant (CWTP)</p>	Accepted

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
Operate and maintain treatment plants discharge structures/outfalls and biosolids reuse/disposal. (cont'd)					
11.1.3 Divert amount of biosolids from landfilling	2009/10: 100% 2010/11: 100% 2011/12: 100%	Watercare diverted from landfills 80% of solid waste generated from treatment of wastewater	Divert at least 95% biosolids from landfill that are put to beneficial use each year	Key Business Driver: Monitoring the amount of biosolids diverted from landfill and being put to beneficial use (with an aim to continue diverting biosolids from landfill). Target reduced slightly to reflect that occasionally non-conforming dried biosolids may have to go to landfill.	Accepted
11.1.5 Manage CWTP Electricity use	<p>11.1.5.1 kwh of electricity / m³ used to treat wastewater at the Christchurch Wastewater Treatment Plant each year 2009/10= 0.16/kwh/ m³ 2010/11= 0.19/kwh/ m³ 2011/12= 0.157kwh/m³</p> <p>11.1.5.2 kwh of electricity / kg COD removed at the Christchurch Wastewater Treatment Plant) 2009/10=0.28kw/kg 2010/11= 0.42kw/kg 2011/12= 0.31kw/kg C</p>	<p>Hutt Valley Water Services: 450 kwh / ML for the treatment plant (equivalent of 0.45 kwh / m3)</p> <p><i>Moa Point</i> 0.47kw/m3</p> <p><i>Tahuna</i> 0.183kwh/m3 (primary treatment only)</p>	<p>11.1.5.1 Maintain less than 0.20 kwh of electricity / m³ used to treat wastewater at the Christchurch Wastewater Treatment Plant each year</p> <p>11.1.5.2 Maintain less than 0.35 kwh of electricity / kg COD (chemical oxygen demand) removed at the Christchurch Wastewater Treatment Plant each year</p>	<p>Key Business Driver: Measuring and managing the operational energy efficiency of the Christchurch Wastewater Treatment Plant, accounting for electricity imported/used from the national grid and electricity generated and used on site. Targets allow for annual fluctuations.</p> <p>COD = chemical oxygen demand</p> <p>Numbers illustrate how efficient CWTP is and energy includes biosolids drying process</p>	Accepted

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
Operate and maintain treatment plants discharge structures/outfalls and biosolids reuse/disposal. (cont'd)					
11.1.6 Effectively use self-generated energy	2009/10 – 74% 2010/11 -54% EQ impacted 2011/12 - 48% EQ impacted	<i>Watercare achieved 32% of energy internally sourced from biogas and hydro</i>	At least 60% of electricity that is used by the CWTP is self generated from biogas	The digesters breakdown solids and sludge which is harvested to produce methane which is used in a combined heat and power engine to produce heat and electricity for the site. The electrical load or usage by CWTP has increased an estimated 30% to 40% due to recent beneficial capital upgrades to Pump Station A and the Dryer. CWTP has the highest ratio of self generated energy of major wastewater plants in New Zealand. The plant is fuelled by renewable energy sources	Accepted Update rationale to include explanation of changes on electrical load (Updated 23/11/12)
Provide laboratory services as an integral part of monitoring and controlling treatment processes					
11.1.4 Maintain Council laboratory accreditation	Years – accreditation achieved 2009/10 Yes 2010/11 Yes 2011/12 Yes	IANZ accredited NZ Council laboratories for chemical and biological testing: Hamilton City Council, Environment Bay of Plenty, Rotorua District Council, Tauranga City Council, Whangarei District Council	Maintain International Accreditation NZ (IANZ) accreditation	Ensures the quality of testing and sampling conducted by the Council's laboratory (for water and wastewater services) IANZ is International Accreditation New Zealand	Accepted

Customer

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

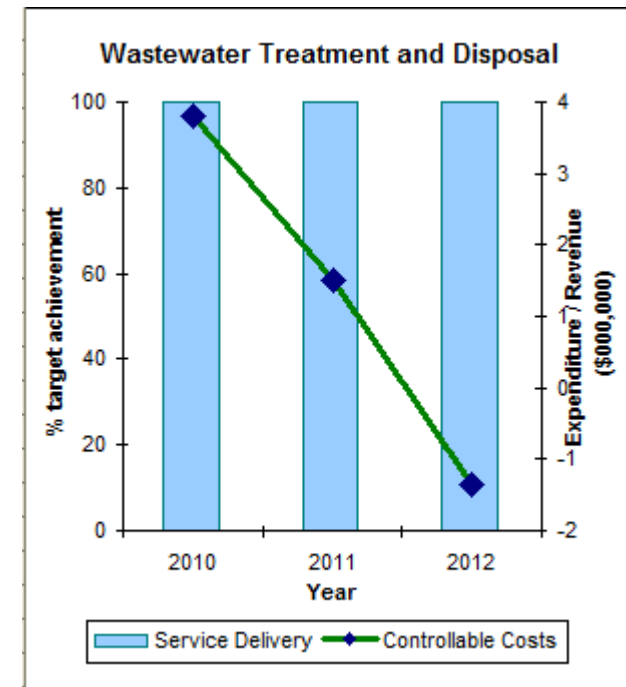
			'000's
Wastewater Treatment & Disposal	1 - Renewals	Business Asset Improvements - FA	34
		CWTP Ongoing Renewals Programme	292
		Digester 2-4 Refurb	226
		Electrical Renewals (balance)	592
		LW Laboratory Renewals and Replacements	120
		Southern Toe Drain Pump Station Upgrade	6
		WW CWTP Improvements Unallocated	368
		WW CWTP Raw Sludge Pump Replacement	255
		WW Lyttelton WWTP R&R	185
	2 - Growth	Enlarge Grit Tank & Sedimentation Tank I	901
		New Pipeline Into Ponds	190
		Primary Sedimentation Tank Upgrades	1,362
		WW Akaroa WWTP Improvements	251
	3 - Aspirational	Backup Power Generator	1,442
		Flare Upgrade	709
		WW CWTP Pond Data Collection Equipment	109
	4 - Rebuild	Wastewater Treatment Plant Infrastructure Rebuild	15,700

Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 11.1 Wastewater Treatment and Disposal					
Operate and maintain treatment plants discharge structures/outfalls and biosolids reuse/disposal	11,478	80/20	25/0/0/75	Ongoing	
Laboratory Services	421	80/20			
Activity Costs before Overheads	11,899				
Corporate Overhead	1,031				
SLA	436				
Depreciation	7,143				
Interest	1,105				
Total Activity Cost	21,614				
Funded By:					
Fees and Charges	5,475				
Grants and Subsidies	-				
Total Operational Revenue	5,475				
Rates Funding	16,139				
Capital Expenditure	7,006				
Renewals & Replacements	3,939				
Asset Improvements	727				
New Assets	2,340				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

The Christchurch Wastewater Treatment Plant received significant damage to various areas of the plant during the Canterbury earthquake sequence. Repairs to the clarifiers and oxidation ponds are nearing completion and works on the rest of the plant are progressing well. Despite the damage to the plant the plant managed to at least partially treat all wastewater that reached the plant after each earthquake event. The plant as met all resource consent parameters except for the disinfection parameter for a three month period following the February 2011 earthquake.

The Ocean Outfall pipeline and pump station suffered little apparent damage from the earthquakes. Some differential settlement at the pump station will need to be investigated further and corrected. Provision for this work has been made in the rebuild estimates.

The asset management philosophy being applied to the plant is to rebuild damaged areas with improved resilience where necessary (e.g. improved sand and silt capture and over sizing of grit removal plant). The scale of repair works have allowed the removal of some historical "choke points" in the plant which improve the plant's ability to perform under both wet and dry weather conditions.

Assets will continue to be replaced according to asset life schedules that are preliminary planned according to % asset life remaining and then modified according to condition assessment surveys.

The seven small plants on Banks Peninsula suffered relatively minor damage and a programme of remedial works is planned to repair earthquake damage to the plants. The damage on these plants has not affected their ability to treat wastewater on the Peninsula in line with resource consent requirements.

Growth

The CWTP has installed capacity to meet the projected growth of the City out to 2035. The draft Wastewater Strategy details a number of options for additional treatment capacity once the current plant load limit is reached. These options will be reviewed in more detail in future LTP's.

There is current and future capacity availability at the treatment facilities on the Banks Peninsula. The Council has agreed to remove the discharges from the Lyttelton harbour starting with the Lyttelton Plant in 2017. Current strategy is to remove the other discharges by 2022 and have all wastewater from Lyttelton Harbour treated at the Christchurch WWTP and discharged via the Ocean Outfall. Upgrades to plants at Akaroa and Duvachelle will reduce nutrient loads into the Akaroa harbour. These plants will take account of growth at these locations to 2035. It is planned to relocate the Akaroa WWTP at Takapuneke Reserve to a site north of the township. Duvachelle plant will likely be upgraded to reduce nutrient discharges.

Betterment / Aspirational

Aspirational concepts being developed for CWTP include wastewater reuse (to reduce use of high quality aquifer water) and renewable gas (Landfill and Digester biogas) blending and distribution to maximise energy efficiency and reuse.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p>Wastewater Treatment Works Renewals and replacements of wastewater treatment works carry out mechanical, electrical and civil / structural assets to ensure the delivery of the following levels of service Links to 11.1.1, 11.1.2, 11.1.5</p> <p>Equipment (Mech / Elec etc) Will be replaced when actual condition, process needs, economics, efficiencies etc require</p> <p>Civil / Structures Will be renewed when actual condition, process needs, efficiencies etc. require</p> <p>Outfalls and land disposal schemes</p>	<p>Current Asset details: Eight treatment plants, including Bromley</p> <p><i>(Total Optimised Replacement Costs estimated at \$122.3 million (excluding buildings and land) with weighted life expectancy of 50 years – annual depreciation equates to \$2.5million)</i></p> <p>Assessed need varies but typically 25 years actual based on condition, process needs etc</p> <p>Assessed need is on average 80 years actual on condition, process needs etc</p>	<p>Benchmark NZ Infra Asset Value and Depreciation Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 30 years)</p> <p>Benchmark NZ Infra Asset Value and Depreciation Guidelines edition 1.0 2006 table 5.3.1 (provides 40 to 100 years)</p>	<p>\$582</p> <p>No specific allocation this year. Covered in figure above</p> <p>No specific allocation this year. Covered in figure above</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p>Wastewater Sludge Treatment and Disposal Renewals and replacements of wastewater sludge treatment and disposal – Carry out mechanical, electrical and civil structural assets to ensure the delivery of the following levels of service Links to 11.1.1, 11.1.3, 11.1.5</p> <p>Equipment (Mech / Elec etc) Will be replaced when actual condition, process needs, economics, efficiencies etc require</p> <p>Civil / Structures Will be renewed when actual condition, process needs, efficiencies etc. require</p>	<p>Current Asset details: 8 Treatment Plants, including the Christchurch Wastewater Treatment Plant (CWTP).</p> <p><i>Total Optimised Replacement Costs estimated at \$23 million (excluding buildings& land) with weighted life expectancy of 50 years – annual depreciation equates to \$460,000. Also excluded is Biosolid Dryers (\$30 million built cost) Ocean Outfall Pipeline/Pump Station (built cost \$86 million) and Digesters 5 and 6 (built cost \$22 million).</i></p> <p>Assessed need varies but typically 25 years actual on condition, process needs etc</p> <p>Eight Ocean or Harbour outfalls</p> <p>Assessed need is on average 80 years. Actual on condition, process needs etc</p>	<p>Benchmark NZ Infra Asset Value and Depreciation Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 30 years)</p> <p>Benchmark NZ Infra Asset Value and Depreciation Guidelines edition 1.0 2006 table 5.3.1 (provides 40 to 100 years)</p>	<p>\$216</p> <p>0</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p>Laboratory Carry out renewals and replacements of laboratory assets to ensure the delivery of the following levels of service Links to 11.1.2, 11.1.4</p> <p>Analytical and test equipment Will be replaced when actual condition, testing standards needs, efficiencies etc require</p> <p>NOTE : The ORC values are based on the 2006 wastewater valuation. ORC values will be updated on completion of the next valuation planned for completion in December 2012</p>	<p>Current Asset details: One laboratory with approx 80 items of analytical and test equipment.</p> <p><i>(Total Optimised Replacement Costs estimated at \$951,000 with life expectancy of 10 years – annual depreciation equates to \$95,000)</i></p> <p>Assessed need varies but typically 10-15 years. Actual on condition, test procedure needs etc</p>	<p>Benchmark NZ Infra Asset Value and Depreciation Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 30 years)</p>	<p>\$41</p>	

Activity 12.0: Water Supply

Accountable Manager: Mark Christison

Committee discussed whether volumetric charging for water should be included in this LTP. On advice of staff, it noted the Council Water Supply Strategy includes an economic and legal review of charging for water and the LTP will include budget for these investigative projects. Any implementation decisions would be considered by the Council following these investigative projects.

What services are provided?

Supplying potable water to properties, through the provision of infrastructure to treat (where appropriate), store, pipe and monitor the supply.

Why do we provide these services?

To meet the public expectation that water is safe to drink, will be supplied to properties, will be available for fire-fighting purposes

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<p>The Council's water supplies meet the public's reasonable needs</p> <p>Christchurch has clean, safe drinking water</p> <p>Injuries and risks to public health are minimised</p>	<p><i>The Council provides and maintains infrastructure to abstract, store, treat when needed, deliver and monitor a reliable supply of water to properties that is safe to drink and is available for fire-fighting purposes.</i></p> <p><i>Laboratory services monitor the quality of the public drinking water supplies to enable the Council to ensure that agreed standards are consistently met.</i></p> <p><i>Risks to the quality of public water supplies are monitored and managed to ensure agreed standards are consistently met.</i></p>

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

Christchurch residents, ratepayers, visitors to Christchurch, commercial and industrial businesses, local iwi, developers, regulatory authorities

Key legislation:

- Local Government Act 1974 and 2002
- Resource Management Act 1991
- Natural Resources Regional Plan
- Resource Management (National Environmental Standards for Sources of Human Drinking Water) Regulations 2007
- Health (Drinking Water) Amendment Act 2007
- Drinking-Water Standard for New Zealand (as revised)
- Water Related Services Bylaw 2008
- National Policy Statement for Freshwater Management 2011
- National Environmental Standards
- Building Act 2004
- Canterbury Earthquake Recovery Act 2011

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
12.0.1 Supply continuous potable water to all customers	<p>12.0.1.1 2009/10: 11.8 2010/11: 41* 2011/12: 17.6**</p> <p>Current LOS pre-earthquakes performance: 12 unplanned interruptions per 1000 properties served per annum</p> <p>12.0.1.2 2009/10: 0.74 2010/11: 1.2*** 2011/12: NA****</p> <p>Current LOS: less than one unplanned shutdown of no more than four hours on average per week</p>	<p>National Performance Report Urban Utilities Australia 2010-2011: Range 13 - 46 unplanned supply interruptions / 1000 properties served Actual median 27/1000 properties from 11 utilities of greater than 100,000 people Watercare target less than 10/1000 properties</p> <p>Dunedin target less than 12/1000 properties</p> <p>Wellington Area target less than 4/1000 properties</p>	<p>12.0.1.1 Ensure unplanned interruptions per 1000 properties served per year:</p> <p>2013/14 no more than 40 2014/15 no more than 30 2015/16 no more than 20 2016/17 no more than 16</p> <p>12.0.1.2 Ensure unplanned interruptions of greater than 4hrs, on average per week each year:</p> <p>2013/14 no more than 1.75 2014/15 no more than 1.5 2015/16 no more than 1.25 2016/17 no more than 1.0</p>	<p>Measuring and managing customer service and the continuity of water supply within the City and Banks Peninsula.</p> <p>Elevated interruptions likely to continue until infrastructure rebuild well advanced across entire City.</p> <p>The target excludes any unplanned interruptions arising for SCIRT works.</p> <p>*Based on six months of data: July, August, November, December 2010 and January, February 2011 extrapolated to full year total. **Based on eight months: October 2011 to June 2012 extrapolated to full year total. ***Based on four months of data: July, August, December 2010, January 2011 extrapolated to full year total. ****This information was not accurately enough captured during this year.</p>	Accepted

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
12.0.1 Continuous potable water is supplied to all customers.	<p>12.0.1.3 2009/10: 98.6 2010/11: 83.2* 2011/12: 44</p> <p>12.0.1.4 2009/10: 96.5 2010/11: 75* 2011/12: 75.5</p> <p>12.0.1.5 2009/10: 98.3 2010/11: 93.6* 2011/12: 54.7</p> <p>12.0.1.6 2009/10: 97.2 2010/11: 92.4* 2011/12: 56.0</p>	<p>Wellington Area target: 97% requests responded to within 1 hr of notification</p> <p>Dunedin 95% of response times met.</p> <p>Watercare Target 95% responded to within 5 hours</p> <p>Australian Urban Utilities median response time 2 hours</p>	<p>12.0.1.3 Major leaks have a CCC representative on site to assess and confirm repair options within 1 hr of being reported to Council for urban areas:</p> <p>2013/14 at least 70% 2014/15 at least 80%</p> <p>12.0.1.4 Major leaks have a CCC representative on site to assess and confirm repair options within 2 hrs of being reported to Council for rural areas:</p> <p>2013/14 at least 70% 2014/15 at least 80%</p> <p>12.0.1.5 Medium leaks repaired within 1 working day of being reported to Council for urban and rural areas:</p> <p>2013/14 at least 70% 2014/15 at least 80%</p> <p>12.0.1.6 Minor leaks repaired within 3 working days of being reported to Council for urban and rural areas:</p> <p>2013/14 at least 70% 2014/15 at least 80%</p>	<p>The prompt response times are considered necessary to align with the Councils water conservation programme, and to avoid potential erosion on the hill areas of the City.</p> <p>Note these response times are embedded in current service agreements.</p> <p>Urban areas are defined as urban Christchurch and Lyttelton, whereas rural is defined by other areas, inc Banks Peninsula.</p> <p>* Based on 6 months data Jul, Aug10, Nov, Dec, Jan, Feb11</p>	<i>Accepted</i>

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
12.0.2 Risk to potable water supply is managed	<p>12.0.2.1 Current LOS: Achieve the highest MoH water supply grade possible without treatment (for the City only)</p> <p>Current LOS performance: 'Ba' for all supply zones within the City (excluding the Northwest zone). 'Bb' for Lyttelton Harbour Basin supply</p>	<p>Hamilton achieves Aa grading</p> <p>'Watercare – 92% of customers receive Aa' Graded water – 8% of customers on the 9 ungraded non-metropolitan plant supplies</p> <p>Wellington Area – full compliance with NZDWS Metropolitan supplies meet Aa grade.</p>	<p>12.0.2.1 Maintain 'Ba' grading for all City supplies, excluding the Northwest supply zone</p>	<p>Water grading system is a national potable water supply grading system to explain the potential risks to potable water supplies at both the source (capital letter in grading system – i.e. where the water comes from – rivers, lakes, aquifers etc) and through the reticulation system (2nd small letter in grading). Ba is the highest grading the urban supply can achieve without treatment of some kind.</p> <p>The population size of Christchurch means that a Ba grading is a requirement under the Health Drinking Water Amendment Act 2007.</p>	Accepted
	<p>12.0.2.2 'Da' for the Northwest supply zone.</p>		<p>12.0.2.2 Move 'Da' to 'Ba' grading for the Northwest supply zone by December 2015</p>	<p>Improvements to the northwest zone to improve the risk grading from "D" to "B" or higher requires a combination of new deeper wells to be drilled and UV treatment of the pumped water at certain pump stations. This Capital Work is currently in progress.</p>	
	<p>12.0.2.3 All Council rural water supplies have a Uu grading (ungraded). Upgrading works have been completed on Pigeon Bay, Birdlings Flat and Duvauchelle treatment plants. These plants will be re-graded.</p>	<p>Across NZ of the 384 Water Supplies serving between 200 and 5000 people 243 remain ungraded (64%), 92 graded E, 14 - D, 13 - B, and 18 are graded A. That is, less than 1% have a satisfactory grading on the source/treatment</p>	<p>12.0.2.3 Undertake improvements to achieve 'Cc', or better, risk grading from the Ministry of Health for all rural area water supplies by December 2014</p>	<p>There are seven Banks Peninsula water supplies that require attention to improve the quality of water supplied to customers. There is also a NZ DWS requirement for 'Cc' risk grading as a minimum for these supplies.</p> <p>Capital projects to upgrade Peninsula supplies to meet the 'Cc' grading, are programmed to be completed by December 2014.</p>	Accepted

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
12.0.2 Risk to potable water supply is managed (continued)	2009/10: 268 installed 2010/11: 90 installed 2011/12: 112 installed	<p>Manukau Water: Installed around 360 backflow prevention devices past year over</p> <p>Capacity manage Upper Hutt and survey 80 premises per year.</p> <p>Whangarei has installed 100 high hazard devices to date.</p> <p>Watercare has installed approx 1500 – this is on behalf of the amalgamated Auckland Council.</p> <p>Wellington have installed 1600 to date.</p> <p>NZ water supply authorities have very different methods of achieving BF protection – some have it as a Council asset and not a private responsibility.</p>	<p>12.0.2.4</p> <p>At least 100 backflow prevention devices installed (at owners cost) for highest risk premises each year</p>	<p>Contamination of the public water supply from commercial, industrial or public facilities is a risk that must be mitigated, as reported within PHRMP's.</p> <p>This level of service is enforceable under bylaws.</p> <p>In the period 2009-2012 all known high risk properties had backflow prevention fitted. This KPI is now measuring the medium risk properties.</p>	<i>Accepted</i>

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
12.0.2 Risk to potable water supply is managed (continued)	<p>12.0.2.5 2009/10: 100% compliant within the City</p> <p>2010/11: Testing is done in accordance with the Drinking Water Standards for New Zealand. All City supply zones fully comply with E. coli requirements.</p> <p>2011/12: 100% compliant within the City</p>	<p>Watercare: Microbiological and chemical DWS criteria complied with</p> <p>Wellington Area target: Full compliance with DWS</p> <p>100% microbiological compliance from 11 utilities of greater than 100,000 people National Performance Report Urban Utilities Australia 2010-2011</p>	<p>12.0.2.5 Microbiological and health significant chemical water quality meets current NZ Drinking Water Standards within the City each year as assessed by Community and Public Health</p>	Legislation and public expectation requires that safe water is supplied at all times.	Accepted
	<p>12.0.2.6 2009/10: 67% of rural water supplies compliant</p> <p>2010/11: 81% of rural water supplies compliant</p> <p>2011/12: 57% of rural water supplies compliant</p>		<p>12.0.2.6 Microbiological and health significant chemical water quality meets current NZ Drinking Water Standards for rural supplies each year as assessed by Community and Public Health</p>		
	<p>12.0.2.7 Customers satisfied with the water supply service</p> <p>2009/10: 92%</p> <p>2010/11: No Survey</p> <p>2011/12: 85%</p>	<p>Hamilton target to achieve at least 79% satisfaction</p> <p>Dunedin target to achieve at least 80% satisfaction with pressure and 71% satisfaction for quality.</p> <p>Watercare overall Customer Satisfaction 92% 2010-2011</p>	<p>12.0.2.7 At least 90% customers satisfied with the water supply service</p>	Customer satisfaction surveys provide a good long term measure of overall water supply service and quality	Accepted

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
12.0.3 Monitoring the effectiveness of the pipe renewal programme	12.0.3.1 2009/10: 16.5 2010/11: 21.6* 2011/12: 17.5 (excluding earthquake jobs). 12.0.3.2 2009/10: 81.5 2010/11: 114.1* 2011/12: 83 (excluding earthquake jobs).	Water main breaks range 13 – 46/100km median 27/100 km of water main (from 11 utilities of greater than 100,000 people National Performance Report Urban Utilities Australia 2010/11)	12.0.3.1 Breaks / 100 km of water main per year: 2013/14 no more than 20 2014/15 no more than 20 2015/16 no more than 18 2016/17 no more than 17 12.0.3.2 Breaks / 100 km submain per year: 2013/14 no more than 90 2014/15 no more than 90 2015/16 no more than 87 2016/17 no more than 82	Key Business Driver Tracking the number of water main breaks is an effective and comparative measure of the pipe network condition. Targets modelled on UDS growth estimate data and allow for annual fluctuations. *Based on 5 months of data, Jul, Aug, Nov, Dec10, Jan11	Accepted
12.0.4 Maintaining pumping efficiency in city's reticulation (excluding rural townships)	2009/10 - 0.33kwh/m3 2010/11 - 0.38kwh/m3 2011/12 - 0.41kwh/m3		Electricity used on average / m3 water pumped per year: 2013/14 less than 0.39kwh/m3 2014/15 less than 0.38kwh/m3	Key Business Driver A measure of the efficiency of Council's water supply operations. Is also a key business driver of costs. Target allows for annual fluctuations. Reducing power costs reflects projected rebuild of damaged water infrastructure	Accepted
12.0.5 Ensure consent compliance	2009/10 – zero infringement notices 2010/11 – zero infringement notices 2011/12 – zero infringement notices	No infringement notices served on Auckland Regional Council 2010/11	No major or persistent breaches of resource consents regarding the operation of the water supply network each year, as reported by Ecan or CCC	Major or persistent breaches of resource consent are determined by Ecan and reported to CCC.	Accepted

Customer

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

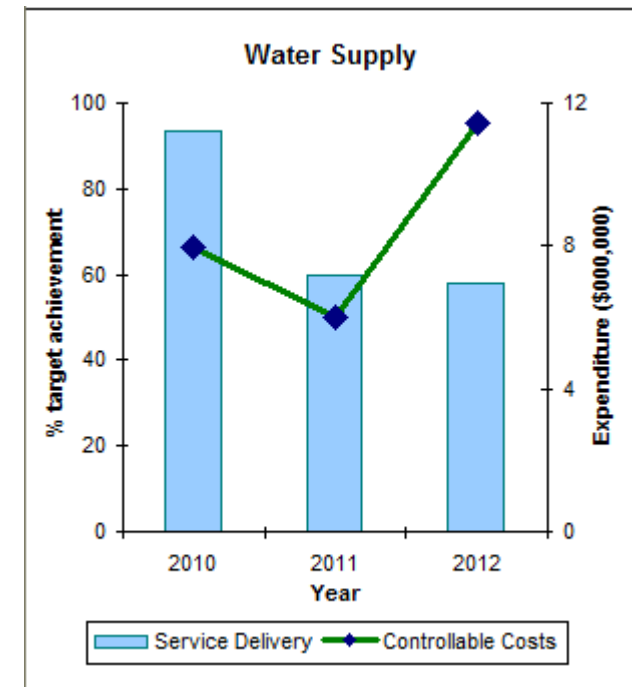
			'000's	
Water Supply	Water Supply	1 - Renewals	WS - Kerrs P/Stn Renewal	108
			WS - Reservoir Replacement	236
			WS Headworks Pump Replacements	552
			WS Headworks Well Renewals	423
			WS Infra R&R Reticulation Submains	170
			WS Mains Renewals	401
			WS Primary Switchboard	146
			WS R&R Submains Meter Renew	275
			WS System Control - I&C	301
		2 - Growth	NW NZDWS Compliance	3,253
			Water Res/Pump - New Electronics	22
			Water Res/Pump - New Plant	434
			WS New Wells for Growth	524
			WS Head Works Land Purchase for Pump Station	368
			WS Little River Increased Supply	2,049
			WS New Connections	882
			WS New Reservoirs (Growth)	614
			WS NewHeadworksSecondaryStation (Growth)	638
			WS Reticulation New Mains	1,046
			WS Reticulation New Submains	26
			WS Subdivisions Add Infra for Development	211
			WS Wilmers Pump Station	4,244
		3 - Aspirational	WS Akaroa Water Upgrade	1,552
			WS Charteris Bay Extention	943
			WS Water Supply Security	55
		4 - Rebuild	Water Supply Retic Infrastructure Rebuild	85,900
Water Supply Total			105,373	

Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 12.0 Water Supply					
Supplying Potable Water to Properties	12,461	80/20	16/0/84/0	Ongoing	
Activity Costs before Overheads	12,461				
Corporate Overhead	1,324				
SLA	1,686				
Depreciation	10,491				
Loss Asset Disposal	350				
Interest	1,604				
Total Activity Cost	27,916				
Funded By:					
Fees and Charges	2,339				
Grants and Subsidies	-				
Total Operational Revenue	2,339				
Rates Funding	25,577				
Capital Expenditure					
Renewals & Replacements	2,612				
Asset Improvements	6,908				
New Assets	9,952				
Rebuild	85,900				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

The water supply system was significantly damaged by the earthquake events in 2010 and 2011. It is estimated that 3 pumping stations have been so severely damaged that they will need to be replaced a further 5 pumping stations will require significant repairs. Of the City's 154 wells only 44 wells came through the earthquake sequence with no damage. Currently 36 need repair and another 8 need to be replaced. 66 wells have been repaired since February 2011. The reticulation system was also significantly affected with approximately 100 km of the network likely to require replacement. In addition 11 reservoirs were damaged including the Council's largest reservoir. After the February earthquake event the system was so badly damaged that a large part of the network de-pressurised as pumping stations and reservoir failures occurred together with the large number of damaged pipes allowing water to escape from the system. In coordination with the Ministry of Health and in order to protect public health, emergency chlorination was introduced to a number of water supply zones. This action together with the repairs to the pipe network ensured that the public health risks were managed and no health related water borne outbreak occurred. Initial action following the earthquakes was to restore sufficient pumping capacity to maintain supplies and reconfigure the network to take account of the reservoir damage. The emergency chlorination was suspended after 8 months of operation when water quality monitoring showed the water supply system to be free of any contamination. The water supply system has now been repaired to a level where during normal operating conditions adequate supplies are available and pre quake levels of service are being achieved. The replacement of damaged infrastructure is being delivered by the Stronger Christchurch Infrastructure Rebuild Team its programme sets out in broad terms to repair and replace the damaged water supply system from east to west across the city. Reservoirs and wells are being repaired as high priority assets.

The present asset management approach is a balanced mix of maintenance and renewal to preserve levels of service plus a capital response where appropriate to respond to increasing demands. Pre earthquake the programme was maintaining the water supply system in a steady state that delivered the required levels of service. The pre earthquake renewals programme was largely driven by the expected life of the assets correlated against its known condition, but the programme also considered the overall average life of the asset stock and the medium to long term issue of smoothing renewals programmes resulting from the historical growth of the city.

In support of the rebuild programme being delivered by SCIRT the opportunity has been taken to review the technical standards adopted by council for the construction and installation of the water supply assets, particularly the types of materials used and design details for wells and associated headworks. This approach will enable the water supply system to be more resilient to any future natural events. The learning's gained through the rebuild programme will be incorporated and further developed into future asset management plans. The asset management plan for water supply is to be significantly reviewed for the 2015/25 LTP, with the immediate priorities to ensure that the asset condition information collected to support the rebuild is integrated back into the council asset system. Further work has been identified to then undertake investigations and studies to determine the long term impact the earthquake events may have had on those assets that will not be replaced as part of the initial rebuild programme.

Growth

-The delivery of Water supply infrastructure has been accelerated to support the greenfield developments agreed with the UDS partners in the north west and south west of the city.

The capital programme has been adjusted to allow additional wells for growth and new pump stations and reservoirs to be constructed as required to meet the demand from new subdivisions as they come on line.

Betterment / Aspirational

-Where feasible all water mains are being removed from residential red zone areas and wells are being rationalised and drilled on more geo-technically stable land where possible. Replacing parts of the damaged network with modern materials (plastic pipes versus asbestos cement and galvanised iron) will provide more resilience for the network, in addition investigations are underway to review options available that may change the network configuration that will allow improved system management and enable the network to recover more quickly from future earthquake events. This work was planned under the water strategy but has been accelerated due to the major infrastructure rebuild (water pressure zoning project).

Legislative

The council has legislative responsibilities under the LGA

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Water Resources and Pumping Stations</u> Renewals and replacements of pumping station pipe work, the wells and boreholes, mechanical equipment, electrical plant and the associated buildings and structures and is carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.2, 12.0.3, 12.0.4</p> <p>•Pipe work Will be replaced when condition or capacity requires or when station is refurbished</p> <p>•Wells and wellheads Will be replaced when condition or capacity requires. The recommended renewal rate is as specified in table 7.6 of the 2006 Water Supply Asset Management Plan. Target based on current renewal rates and is an average per year only – actual figure may fluctuate over the coming years.</p> <p>Mechanical Equipment Will be replaced when condition or capacity requires, or when station is refurbished , or if efficiency assessments identify cost effective savings</p> <p>•Buildings and Structures Will be replaced when condition or refurbishment is required to accommodate plant and equipment</p>	<p>Current Asset Details 154 Wells 159 Pumping stations 295 Pump sets 20 Generator Sets</p> <p><i>(Total Optimised Replacement Cost of Water Resource and Pumping Station Assets estimated at \$119 million with weighted life expectancy of 55 years- annual depreciation equates to \$2,163,636)</i></p> <p>Assessed need is 50 years on average, but actual usually in conjunction with pump renewal and the assessment of pipe condition</p> <p>Assessed need is every 60 years, Actual on condition, capacity etc. Average of 1 well renewed per year.</p> <p>Assessed need is every 20 years for short life pumps and 50 years for Standby and Long life pumps. Actual on condition, or pay back on energy efficiency.</p> <p>Assessed need is every 80 years, but actual on condition, fit for purpose etc.</p>	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 35 years.)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 25 to 70 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 50 years.)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50 to 100 years)</p>	<p>(no specific allocation covered in figures below)</p> <p>\$377</p> <p>\$129</p> <p>\$102</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Water Resources and Pumping Stations</u> (continued)</p> <p>•Electrics (switchboards, power supplies etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p> <p>•Electronics (control equip etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p>	<p>Assessed need is every 40 years – Actual on condition.</p> <p>Assessed need is every 15 years, but actual usually on fit for purpose (technology, obsolescence, need fore enhanced functionality, efficiency that new technology delivers etc)</p> <p>References</p> <ul style="list-style-type: none"> •CCC Asset Lives: 2007 Revaluation •2006 CCC AMP •2006 BPDC AMP 	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 35 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 25 years)</p>	<p>\$119</p> <p>\$732</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Water Treatment Works</u> Renewals and replacements of treatment plant pipe work, mechanical and process equipment, electrical plant and the associated buildings and structures carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.2, 12.0.3, 12.0.4</p> <p>Pipework Will be replaced when condition or capacity requires or when treatment plant is refurbished</p> <p>Mechanical Equipment Will be replaced when condition or capacity requires, or when station is refurbished, or if efficiency assessments identify cost effective savings</p> <p>Civil /Structures. Will be replaced when condition or refurbishment is required to accommodate plant and equipment</p> <p>Electrics(switchboards, power supplies etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p> <p>Electronics –(control equip etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p>	<p>Current Asset Details 7 Treatment Plants</p> <p><i>(Total Optimised Replacement Costs estimated at \$6.7m million with weighted life expectancy of 53 years- annual depreciation equates to \$126,415)</i></p> <p>On average every 30 years but actual on condition and capacity needs</p> <p>On average every 20 years, but actual on condition, ability to deliver service etc.</p> <p>On average every 60 years, but actual on condition, ability to deliver service etc.</p> <p>On average every 40 years, but actual on condition.</p> <p>On average every 15 years, but actual usually on fit for purpose (technology, obsolescence, need for enhanced functionality, efficiency that new technology delivers etc)</p> <p>References •CCC Asset Lives: 2010 Revaluation •2006 AMP</p>	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50 to 100 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 10 to 35 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 40 to 100 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 35 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 35 years)</p>		

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p>Water Storage Renewals and replacements of reservoirs, tanks, associated pipe work and fittings carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.2, 12.0.3, 12.0.4</p> <p>Civil / structures Will be replaced when condition or refurbishment is required to accommodate plant and equipment</p> <p>Electronics—(control equip etc) Will be replaced when condition or capacity requires or to accommodate plant and equipment</p>	<p>Current Asset Details 130 Reservoirs at 94 sites 83 Reservoirs at 63 Sites 29 Suction Tanks at 26 Sites 5 Unclassified at 5 sites</p> <p>Note: Does not include storage at primary Pump Stations</p> <p><i>(Total Optimised Replacement Costs estimated at \$41.2 million with weighted life expectancy of 100 years- annual depreciation equates to \$412,000)</i></p> <p>On average every 100 years, but actual on condition, fit for purpose etc.</p> <p>On average every 15 years, but actual usually on fit for purpose (technology, obsolescence, need for enhanced functionality, efficiency that new technology delivers etc)</p> <p>References •CCC Asset Lives: 2007 Revaluation •2006 AMP</p>	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 40 to 100 years)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 15 to 25 years)</p>	<p>\$2,859</p> <p>\$3</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p>Water Reticulation Renewals and replacements of the pipe network and fittings, service pipes and chambers is carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.2, 12.0.3, 12.0.4</p> <p>The planned replacement rate rationale is detailed in part 7.3.5 of the 2006 Water Supply Asset Management Plan. Actual km targets are now slightly higher due to the inclusion of Banks Peninsula.</p> <p>Trunk and Distribution pipe work Will be replaced when condition or capacity requires</p> <p>Service pipe work. Will be replaced when condition or capacity requires</p> <p>Connections Will be replaced when condition or capacity requires</p>	<p>Current Asset Details 1,708 km water mains 1,608 km submain /service pipes 128,453 Connections</p> <p><i>(Total Optimised Replacement Costs estimated at \$640 million with weighted life expectancy of 82 years- annual depreciation equates to \$7.8m)</i></p> <p>Average replacement of 10 km water main / year (average of 0.6% of total water mains network / year) Target based on current renewal rates and is an average per year only – actual figures may fluctuate over the coming years. Note future targets to increase to around 25 km / year between 2020-2029.</p> <p>On average Asbestos Cement Every – 60 yrs, Cast Iron every 120 years. Actual on condition, capacity needs, water quality, road reconstruction etc.</p> <p>On average Galvanised every 55 yrs, Plastic Every – 90 yrs. Actual on condition, capacity etc.</p> <p>On average every 80 years, but actual on renewal of submains, mains, condition, upgrade on connection size etc.</p> <p>References •CCC Asset Lives: 2010 Revaluation •2006 AMP</p>	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50- 150 yrs, OPUS Asbestos Cement 50 – 85 yrs, Cast Iron 100 yrs.)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50- 100 yrs, OPUS Galvanised 55 yrs, plastic 80 to 100yrs)</p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 (provides 50- 150 yrs)</p>	<p>\$2,965</p> <p>\$927</p> <p>No specific allocation covered in above figures</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Water Meters</u> Renewals and replacements of water meters at the point of delivery is carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.2, 12.0.3, 12.0.4</p> <p>Commercial meters Will be replaced when meter stops or is determined to be under-reading</p> <p>Household meters Will be replaced when meter stops or is determined to be under-reading</p> <p><u>Water Management and General</u> Renewals and replacements of portable equipment and fittings is carried out to ensure delivery of the following levels of service: 12.0.1, 12.0.7, 12.0.9</p> <p>Data Loggers (measuring and test equipment)</p> <p>NOTE : The ORC values are based on the Water Asset valuation dated 2010. ORC values will be updated on completion of the next valuation planned for completion in December 2012.</p>	<p>Current Asset Details 128,453 water meters</p> <p><i>(Total Optimised Replacement Costs estimated at \$23.4 million with weighted life expectancy of 21 years – annual depreciation equates to \$1.1 million)</i></p> <p>On average every 25 years actual replacement may be linked to service pipe renewal and or when meter stops or is significantly under-reading</p> <p>On average every 20 years actual replacement may be linked to service pipe renewal or when meter stops or is significantly under-reading</p> <p>Current Asset Details 20 items</p> <p><i>(Value \$50,000. Expected life 10 years. Depreciation in order of \$5,000 pa)</i></p> <p>Assessed life of 10 years. Replaced on failure or need for increased functionality.</p>	<p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 10- 35 yrs)</i></p> <p>Benchmark - NZ Infra Asset Val and Dep Guidelines edition 1.0 2006 table 5.3.1 <i>(provides 10- 35 yrs)</i></p> <p>Manufactures guidelines generally range from 10 to 15 years</p>	<p>\$100</p> <p>\$159</p>	

Activity 12.1: Water Conservation

Accountable Manager: Mark Christison

What services are provided?


- Educate the community to minimise water use and encourage better utilisation
- Detect water leaks

Why do we provide these services?

Christchurch enjoys a safe and reliable public drinking water (potable) supply. The more the population increases, the greater the demand placed on this valuable resource and the greater the risk to sources of the public drinking water supply.

The water conservation service is provided to the community to:

- Preserve our potable water resources
- Ensure that our water sources meet our drinking water needs now and in the future
- Promote and enhance the value that the community places on this valuable resource

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
 The Council's water supplies meet the public's reasonable needs	<i>The Council manages the abstraction of water, at levels that will preserve water resources and ensure its availability now and in the future, by</i> <ul style="list-style-type: none"> –encouraging the community to use water efficiently –detecting and repairing network leaks –operating a maintenance, renewals and replacement programme.
Water is used efficiently and sustainably	<i>The Council monitors the public drinking water supply network to detect and repair leaks and operates a maintenance, renewals and replacement programme to ensure water loss is minimised.</i>
Stream and river flows are maintained	<i>The Council's water conservation education and promotion programmes can increase awareness of the need for efficient and sustainable water use, encourage water conservation and enhance the value that the community places on water resources.</i>

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

Christchurch residents, visitors to Christchurch, ratepayers, commercial and industrial businesses, local iwi, developers.

Key legislation:

- Local Government Act 1974 and 2002
- Resource Management Act 1991
- Natural Resources Regional Plan
- Resource Management (National Environmental Standards for Sources of Human Drinking Water) Regulations 2007
- Health (Drinking Water) Amendment Act 2007
- Drinking-Water Standard for New Zealand (as revised)
- Water Related Services Bylaw 2008
- National Policy Statement for Freshwater Management 2011
- National Environmental Standards
- Building Act 2004

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Educate the community to minimise water use and encourage better utilisation					
12.1.1 Manage the supply of potable water for Christchurch	<p>Current performance is: 369 m³ / property served / year (54.3M m³ total water abstracted for the City and Banks Peninsula for the public water supply)</p> <p><i>The trend of consumption per property served per year is as follows:</i></p> <p>2009/10: 364 2010/11: 355 2011/12: 301</p> <p>Note: data taken from flow monitoring spreadsheet</p>	<p>Waikato 274 m³ Waitakere 165 m³ Gisborne 249 m³ Auckland 183 m³ Wellington 356 m³ New Plymouth 225 m³</p> <p>New median = 242 m³ per property served/ year.</p> <p>National Performance Report Urban Utilities Australia 2010/11: 136-264 m³ water supplied / property.</p> <p>Median 149 m³ water supplied/ property from 11 utilities of greater than 100,000 people</p>	<p>12.1.1.1 Manage the supply of water, so no more than 55 million cubic metres of potable water abstracted per year</p> <p>12.1.1.2 2013/14 Manage the supply of water, so no more than 342 m³ + 10% water is abstracted per property served per year</p> <p>2014/15 No more than 339 m³ + 10% water abstracted per property served per year</p> <p>2015/16 No more than 335 m³ + 10% water abstracted per property served per year</p> <p>2016/17 No more than 332 m³ + 10% water abstracted per property served per year</p> <p>2017/18 No more than 328 m³ + 10% water abstracted per property served per year</p> <p>2018/19 No more than 325 m³ + 10% water abstracted per property served per year</p> <p>2019/20: Manage the supply of water, so no more than 321 m³ + 10% water is abstracted per property served per year</p>	<p>Key business driver: Water reduction measured on a per property basis should occur through education as well as a consequence of the change of lot size through intensification which is likely to reduce the requirement for garden watering.</p> <p>Measuring the volume of water abstracted/drawn from sources per property allows direct comparison with other cities, and may encourage customers to think about their individual consumption. Also supports Council's Water Supply Strategy.</p> <p>Note: water abstraction/drawn is that pumped from City-owned wells and Banks Peninsula surface sources for the public water supply, and excludes wells at the Christchurch Wastewater Treatment Plant, the Botanic Gardens, and some parks.</p>	Accepted

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Detect water leaks					
12.1.2 Detect leaks	2009/10: 155 litres/connection/day 2010/11: 165 litres/connection/day 2011/12: 250 litres/connection/day (post-EQ)	114 litres per connection per day (Watercare Annual Report 2010/11 - based on 17.7m m3 and 425,550 households served) Capacity (Wellington) 120 litres/connection/day	By detecting leaks, aim to return leakage rates to no more than average of 155 litres / connection / day* by 2020 (based on city pressure zones) <i>* Returning to 2009/10 performance standard</i>	<i>Key Business Driver:</i> It is important that the Council actively locates and repairs leaks on the water supply network to ensure that quantity of water lost from the network does not increase over time. The infrastructure rebuild programme will see a higher level of leak detection on the network during the reconstruction period. This programme is being finalised between the Council and SCIRT.	Accepted
Educate the community to minimise water use and encourage better utilisation (cont'd)					
12.1.3 Increase/maintain public awareness of water conservation	2009/10 Target: At least 70% Result 61% 2010/11 No survey 2011/12 Target: At least 70% Result 91%* *Campaign incorporated management of city-wide water restrictions for the first time since 1991	Yarra Valley Water (Aust): Resident question: Have you seen, heard or read anything about water conservation from Yarra Valley Water in the last month? Results Jan-Jun 2008: 39% Jul-Dec 2008: 45% Jan-Jun 2009: 43%	At least 70% public awareness of sustainable water use	Greater public awareness of sustainable water use should help drive down demand.	Accepted

Customer

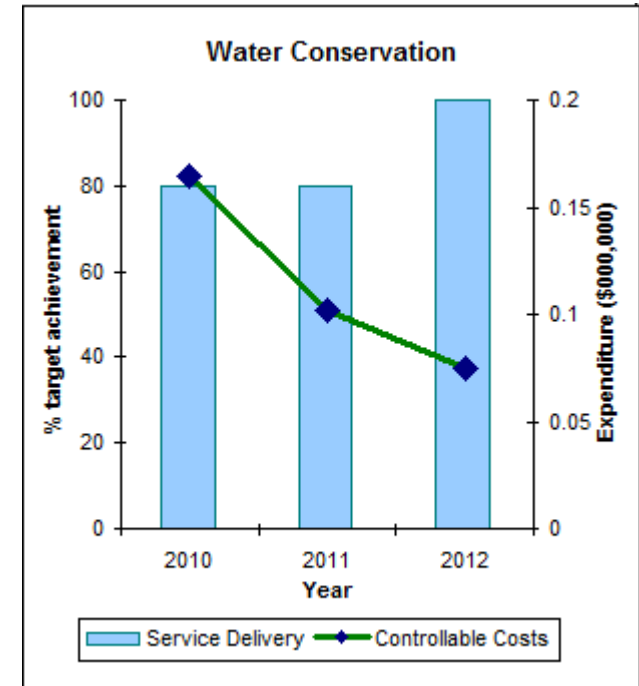
What business results must we deliver to our customers, to deliver on the outcomes?

No programmed capital projects for Water Conservation in 2012/13

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 12.1 Water Conservation					
Educate the Community	98	25/75	0/0/100/0	Ongoing	
Detect Water Leaks	21	25/75	0/0/100/0	Ongoing	
Activity Costs before Overheads	119				
Corporate Overhead	5				
Depreciation	-				
Interest	-				
Total Activity Cost	124				
Funded By:					
Fees and Charges	-				
Grants and Subsidies	-				
Total Operational Revenue	-				
Rates Funding	124				
Capital Expenditure					
Renewals & Replacements	-				
Asset Improvements	-				
New Assets	-				



Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Council assets associated with this Activity are already covered by the Water Supply Activity Mgmt Plan. The supply and maintenance of leak detection equipment is the responsibility of the contractor.				

**LONG TERM PLAN 2013-22 COMMITTEE
AGENDA**

**TUESDAY
4 DECEMBER 2012**

ATTACHMENT B

Activity 13.1: Performance Management and Reporting

Accountable Manager: Paul Anderson

What services are provided?

- Ensure CCC has quality plans and plan monitoring in place (LTP, Annual Plan, operational plans)
- Facilitate business performance management across CCC units (including planning, budgeting, reporting and decision support)
- Provide corporate financial management (including corporate and external reporting, financial policy, treasury and tax)
- Provide internal audit, including special investigations

Why do we provide these services?

All large organisations require a framework by which they can set their plans and budgets for future years. High performing organisations routinely track and improve their organisational performance, as well as having financial, internal control, risk management and governance processes in place.

Many of these services are mandated by the Local Government Act 2002.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Performance management and reporting 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 Statutory obligations are met by the Council	<i>Developing and monitoring the implementation of long term, annual and operational plans, and undertaking business performance, corporate financial management and audit ensures that the Council manages its resources in a fiscally responsible way, following processes and standards that ensure it meets its statutory obligations.</i>

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

Christchurch City Council staff; Councillors (including Corporate and Finance Committee, Audit & Risk Management Sub-Committee); residents; financial institutions; insurers; Office of the Auditor General; Central Government; CCHL; CCTOs (including Vbase Limited, Tuam Limited, Civic Building Limited, Riccarton Bush Trust, Christchurch Agency for Energy Trust, The World Buskers' Festival Trust, Rod Donald Banks Peninsula Trust, Canterbury Earthquake Heritage Building Fund, Mayor's Welfare Fund Charitable Trust).

Key legislation:

- Local Government Act 2002

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
Ensure CCC has high quality plans and plan monitoring in place (LTP, Annual Plan, operational plans)					
13.1.1 Implement the LTP / Annual Plan project plan	Deliver all milestones on LTP project plan to due dates	Local Government Act 2002 Office of the Auditor General audit standards All NZ Councils	Deliver all milestones on LTP/Annual Plan project plan to due dates	There are scores of individual items and deadlines in any LTP project plan, this measure summarises detail into an overall 'on track' level of service.	
13.1.2 Implement and evolve CCC performance framework	Performance Framework in place	Local Government Act 2002 Office of the Auditor General audit standards	13.1.2.1 Preserve integrity of CCC Performance Framework – all Performance Framework (Big Picture) linkages retained 13.1.2.2 CCC levels of service meet 85% performance target at year end	Key Business Driver For CCC to deliver better performance in future years will mean creating and executing effective performance management. This means ensuring the implementation of the LTP by creating organisational targets around it, creating plans for execution around those targets and ensuring linkages to individual performance plans. This also demands performance sophisticated monitoring mechanisms. Focus is on transparency and accountability for business results.	
13.1.3 Conduct Resident Surveys, analyse and provide results to Council and staff	Two surveys per year, by the end of May (General Residents Survey and Point of Contact Survey)	All major councils in NZ conduct resident surveys of some kind	Maintain: Two surveys per year, by the end of May	CCC has surveyed residents for many years. Results are used by staff, Council and as LOS in various plans (including the LTP) and reports. The Residents Survey is strictly based on Council's products and services. There is another survey (Quality of Life) which is run across NZ cities, including Christchurch, to study high level demographic, environmental and other issues. This is separately funded and is not included in this level of service.	

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
Facilitate business performance management across CCC units (including planning, budgeting, reporting and decision support)					
13.1.4 Facilitate group and unit planning and budgeting	100% of Timelines meet within agreed Deadlines		<p>13.1.4.1 Plans and budgets prepared within corporate timeframes</p> <p>13.1.4.2 Management understanding and accountability for plans and budgets is clear via GM and UM signoff – 100%</p>	<p>Key Business Driver It is important to ensure the financial direction of Council is embedded within the planning and performance measures through-out all the Councils budgets and service plans. This is achieved by:</p> <ul style="list-style-type: none"> •Assisting General Managers in the management and co-ordination of the LTP requirements for the Groups •Review of Activity Management Plans to ensure they meet Council requirements & standard •Perform critical reviews of performance measures to ensure they are appropriate and KPI's are relevant •Collate the fees and charges schedule for Units ensuring fees/capital revenues are robust and deliver revenue requirements •Co-ordination of the financial budgeting process 	
13.1.5 Business Performance Reporting	<p>100% of Timelines meet within agreed Deadlines</p> <p>90% customer satisfaction with report format</p>		<p>13.1.5.1 Monthly integrated reporting completed and provided to Business Groups within agreed timeframes – 100%</p> <p>13.1.5.2 Work with business units and groups to identify and record required remedial actions in Business Performance Report to ensure delivery of Council and organisational targets.</p>	<p>Monthly reporting on both operational & capital performance to General Managers and Unit Managers is important in ensure both Financial and Services delivery awareness is maintained to the highest level with-in the Council's Services. This needs to be provided in a manner that is understandable to the managers to allow them to both relate and react to the information. This also provides the basis for performance commentary to Council.</p> <p>Business Groups achieve organisational targets 2012/13:</p> <ul style="list-style-type: none"> • >85% Levels of Service • 100% activities to within -3% to 0% budget • >85% capital milestones met • <20% capital carry-forward • >95% capital projects delivered on or under agreed budget <p>Organisational targets 2011/12:</p> <ul style="list-style-type: none"> • >85% Levels of Service • 100% activities to within -3% to 0% budget • >85% capital milestones met • <15% capital carry-forward • >95% capital projects delivered on or under agreed budget 	

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
Provide corporate financial management (including corporate and external reporting, financial policy, treasury and tax)					
13.1.6 Group financial accounting and reporting	Currently provide: • Monthly forecasts • Quarterly report to Council • Annual Report • Budgets/ financial plans Within statutory or otherwise agreed timeframes 100% of the time	Reports - OAG guidelines	Maintain: Provide Group financial accounting and reporting within statutory or otherwise agreed timeframes. 100% of the time: • Monthly forecasts • Quarterly report to Council • Annual Report • Financial sections of Annual Plan	Financial reporting supports Council's policy of transparency and accountability to ratepayers.	
13.1.7 Financial management		OAG guidelines	13.1.7.1 Review CCC Financial Strategy annually 13.1.7.2 Ensure compliance with financial policies 100% of the time 13.1.7.3 Deliver financial documents which receive an unqualified audit from OAG and no high risk areas identified by internal audit (<i>excluding asset valuation and impairment and results which are dependent on these</i>) 13.1.7.4 All significant, undamaged assets are valued and insured (subject to cost and insurance market availability): Review and report to Council annually	Prior to the earthquakes an unqualified audit opinion for cash would not be an acceptable level of service. Council fair values its above and below ground assets, and given that the Council is still unable to quantify the extent of the damage, an appropriate fair value for these assets cannot be determined. This has a flow on effect to all parts of the financial statements with the exception of cash and means that an unqualified audit opinion on all components of the financial statements is not possible until all above and below ground assets can be fair valued. It is expected that this situation will continue to be the case for several years.	

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
Provide corporate financial management (including corporate and external reporting, financial policy, treasury and tax) (cont'd)					
13.1.9 Complete successful citywide revaluation, including roll maintenance			100% in accordance with the standards and timeframes set out in the Rating Valuation Act, Regulations, and Rules and any Orders made in relation to them.		
13.1.10 Insurance Claims Management: All earthquake damaged Council facilities insurance claims are settled with best possible outcome for Council			13.1.10.1 Monthly Earthquake Financial Report to Corporate and Finance Committee 13.1.10.2 Report to Council quarterly		
Provide internal audit, including special investigations					
13.1.8 An Internal Audit program (as approved by the Audit and Risk Management Sub-Committee) is delivered within the agreed timeframe	90%	Annual Program sign-off	At least 90% of programmed audits (based on budgeted hours) completed during the financial year	Most large organisations operate an Internal Audit function to carry out reviews of activities to provide some assurance to management in regards to current performance and the management of risk. Reviews focus on compliance with laws, policy and procedures; safe guarding of assets; efficiency and effectiveness of operations; and achievement of organisational objectives The audit program for the ensuring year is agreed with the executive team each June and approved by the Audit Committee. Priorities are set within the approved budget. Substitutions between projects are agreed with the GM RDS and reported to the Audit and Risk Management Sub-Committee.	

Customer

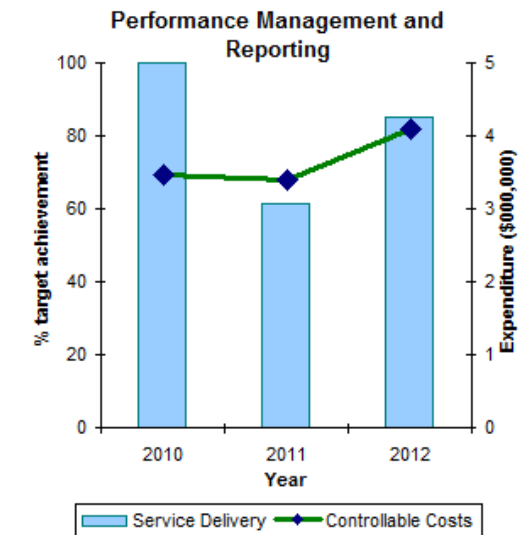
What business results must we deliver to our customers, to deliver on the outcomes?

No capital planned for Performance Management and Reporting activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.1 Performance Management & Reporting					
<u>Performance Management & Reporting</u>					
Ensure CCC has high quality plans and plan monitoring in place (LTCCP, Annual Plan, operational plans)	849	0/100	0/0/100/0	Ongoing	
Facilitate business performance management across CCC units (including planning, budgeting, reporting and decision support)	2,195	0/100	0/0/100/0	Ongoing	
Provide corporate financial management (including corporate and external reporting, financial policy, treasury and tax)	2,451	0/100	0/0/100/0	Ongoing	
Provide internal audit, including special investigations	358	0/100	0/0/100/0	Ongoing	
External Services provided by Internal Activities:					
Ensure CCC has quality plans and plan monitoring in place (LTCCP, Annual Plan, operational plans)	- 573				
Provide Corporate Financial Management - Production of Annual Report	- 652				
Activity Costs before Overheads	4,628				
Corporate Overhead	(4,628)				
Depreciation	-				
Interest	-				
Total Activity Cost	-				
Funded By:					
Fees and Charges	-				
Grants and Subsidies	-				
Internal Recoveries	-				
Total Operational Revenue	-				
Rates Funding	-				
Capital Expenditure	-	No significant purchases.			



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

There are no assets associated with this activity.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 13.2: Information Management and Communications Technology

Accountable Manager: Gavin Till

What services are provided?

ICT Delivery Services

- ICT Support: ICT assets and services required to support delivery of council approved activities. These activities have been broken down based on the level of business criticality (Critical; Essential; Necessary; Useful).
- ICT Change: Discretionary ICT assets and services required to improve the delivery of council approved activities.

ICT Strategic Planning Service

- ICT Connect: Services required to ensure our ICT strategic direction is aligned to council approved activities. Prioritise projects and services, monitor strategic progress and benefits realisation.

Why do we provide these services?

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

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Information management and communications technology services support the efficient running of the Council's business and organisation and its delivery of information to the community, and thus contribute to all community outcomes</i>	

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

Christchurch City Council Councillors and staff, including Christchurch City Holdings Ltd

Key legislation:

- Health and Safety in Employment Act 1992
- Employment Relations Act 2000
- Public Records Act 2005
- Privacy Act 1993

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
ICT Support					
13.2.13 Service Desk	<p><i>Ex - 13.2.13</i></p> <p><i>Actual: Service Desk Hours</i></p> <ul style="list-style-type: none"> • 100% Available <p><i>Actual: After Hours</i></p> <ul style="list-style-type: none"> • 100% available 	No benchmark available	<p>Service Desk Hours (all levels of criticality)</p> <p>13.2.13.1 Service Desk Standard Hours: 7.30 - 17.30 Mon – Fri</p> <p>13.2.13.8 Service Desk After Hours (17:30 to 07:30 Mon – Fri. All day Saturday and Sunday)</p>	<p>Not relevant to adopt the four tiers of criticality</p> <p>After Hours calls diverted to on-call service</p>	

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
ICT Support (cont'd)					
13.2.13 Service Desk (cont'd)	<p><i>Actual: Responsiveness</i></p> <ul style="list-style-type: none"> • 51.4% approved service requests resolved at first point of contact • 63.1% Incidents resolved at first point of contact • 5.53% Calls abandoned 94.5% calls answered by a service desk operator 	<p>Gartner: The 2011 average IT Service Desk First Call Resolution Rate is 62.7%</p> <p>Gartner: IT Key Metrics Data (2011) Average abandonment rate for medium sized environments - 8.0%</p> <p>No benchmark available</p>	<p>Responsiveness (all levels of criticality)</p> <p>13.2.13.5 60% of approved service requests resolved at first point of contact</p> <p>13.2.13.4 70% incidents resolved (or work around provided) at first point of contact</p> <p>13.2.13.6 Less than 7% calls abandoned</p> <p>13.2.13.7 90% of call diverted to voicemail responded to within 30 minutes</p>	<p>Improved level of service through better knowledge and resource management, and driving more self service. For the same budget</p> <p>This measures users who have phoned the service desk and have hung up before the called could be answered.</p>	

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
ICT Support (cont'd)					
13.2.10 Deliver ICT Services to Support Critical Business Services	<p>13.2.10 Target: 98% component availability per annum, excluding service outage due to Civil Defence Actual 2011/12: 99.64%</p> <p>13.2.11 Target: – Less than 4 outages of greater than 6 hours per annum Actual: 2 – Less than 25 unplanned outages of less than 6 hours duration per annum Actual: 5</p> <ul style="list-style-type: none"> • 90% P1 incidents resolved within 4 service hours Actual: 94.5% • 90% P2 incidents resolved within 8 service hours Actual: 93% • 90% P3 incidents resolved within 3 days Actual: 94.5% • 99% P4 incidents target date agreed within 3 service days Actual: 99% 	<ul style="list-style-type: none"> • Industry survey by Continuity Software 91% of organisations have availability targets of >99.76% pa for mission critical systems (2012) • Gartner study: Benchmarking your IT (2012) Average Mission critical services target: 99.76% • Targets for “critical” ICT services higher than average achieved historically • APQC industry median of 4 hours. APQC industry peer best performer is 3 hours and the worst 5.5 hours 	<p>Availability of Critical Business Services</p> <p>13.2.10.1 ICT Services supporting Critical Business Services are expected to be available 98% of their standard service hours (each month)</p> <p>Reliability Incident Management of Critical Business Services</p> <p>13.2.10.4 95% of Priority 1 incidents resolved (or work around provided) within 4 standard service hours</p> <p>13.2.10.5 95% of Priority 2 incidents resolved (or work around provided) within 8 standard service hours</p> <p>13.2.10.6 95% of Priority 3 incidents target date agreed within 3 days</p>	<p>IM & CT have adopted a four tier service model which aligns with Business Services Criticality.</p> <p>ICT Services and their enabling assets that support “Critical” Business Services are expected to function at the highest possible level of availability and reliability</p> <p>Standard Service Hours vary on an application by application basis. Refer to the Service Catalogue.</p>	

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
ICT Support (cont'd)					
13.2.12 Deliver ICT Services to Support Critical Business Services (cont'd)	13.2.12 • 90% priority 1 and 2 service requests delivered within 8 service hours Actual: 91.9% • 90% priority 3 service requests delivered within 3 service days Actual: 94.7% • 90% priority 4 service requests delivered within agreed target date Actual: 98.9% • At least 90% users satisfied with quality of Core IT support services Actual: 92.6%		Serviceability Service Request Management of Critical Business Services 13.2.12.1 95% of Priority 1 Service Requests resolved within 4 standard service hours 13.2.12.2 95% of Priority 2 Service Requests resolved within 8 standard service hours 13.2.12.3 95% of Priority 3 Service Requests target date agreed within 2 days		

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
ICT Support (cont'd)					
13.2.14 Deliver ICT Services to Support Essential Business Services	<p>13.2.14</p> <ul style="list-style-type: none"> 98% Tier 1-3 application component availability per annum Actual: 99.9% <p>13.2.15</p> <ul style="list-style-type: none"> Tier 1 applications - less than 25 outages of 2-4 hours duration, pa Actual: Nil Tier 2 and 3 applications – less than 25 outages of 2-4 hours duration, per annum Actual: Nil 	<ul style="list-style-type: none"> Industry survey by Continuity Software (2012) 91% of organisations have availability targets of >99.76% pa for mission critical systems (2012) Gartner study: Benchmarking your IT (2012) Average Mission critical services target: 99.76% Targets for “critical” ICT services higher than average achieved historically 	<p>Availability of Essential Business Services</p> <p>13.2.14.1</p> <p>ICT Services supporting Essential Business Services are expected to be available 95% of their standard service hours (each month)</p>	<p>IM & CT have adopted a four tier service model which aligns with the Business Continuity Plan approach.</p> <p>ICT Services and their enabling assets that support “Critical” Business Services are expected to function at the highest possible level of availability and reliability</p> <p>Standard Service Hours vary on an application by application basis. Refer to the Service Catalogue</p>	
	<p><i>Previously measured as a Single tier</i></p> <ul style="list-style-type: none"> 80% P1 incidents resolved within 4 service hours Actual: 87% 80% P2 incidents resolved within 8 service hours Actual: 85.2% 80% P3 incidents resolved within 3 days Actual: 84.2% 80% P4 incidents target date agreed within 3 service days Actual: 92.5% 80% P4 incidents resolved within agreed target date Actual: 95.9% 	<ul style="list-style-type: none"> APQC industry median of 4 hours. APQC industry peer best performer is 3 hours and the worst 5.5 hours 	<p>Reliability Incident Management of Essential Business Services</p> <p>13.2.14.4</p> <p>90% of Priority 1 incidents resolved within 4 standard service hours</p> <p>13.2.14.5</p> <p>90% of Priority 2 incidents resolved within 2 days</p> <p>13.2.14.6</p> <p>90% of Priority 3 incidents target date agreed within 3 days</p>		

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
ICT Support (cont'd)					
13.2.16 (cont'd) Deliver ICT Services to Support Essential Business Services (cont'd)	13.2.16 • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4%	• No available benchmark on Mean Time to Complete Service Requests Using CCC historical performance and target to inform LOS	Serviceability Service Request Management of Essential Business Services 13.2.16.1 90% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.16.2 90% of Priority 2 Service Requests resolved within less 2 days 13.2.16.3 90% of Priority 3 Service Requests target date agreed within 3 days		

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
ICT Support (cont'd)					
13.2.21 Deliver ICT Services to Support Necessary Business Services	<p>13.2.14</p> <ul style="list-style-type: none"> 98% Tier 1-3 application component availability per annum Actual: 99.9% <p>13.2.15</p> <ul style="list-style-type: none"> Tier 1 applications - less than 25 outages of 2-4 hours duration, pa Actual: Nil Tier 2 and 3 applications – less than 25 outages of 2-4 hours duration, per annum Actual: Nil <p>Previously measured as a Single tier</p> <ul style="list-style-type: none"> 80% P1 incidents resolved within 4 service hours Actual: 87% 80% P2 incidents resolved within 8 service hours Actual: 85.2% 80% P3 incidents resolved within 3 days Actual: 84.2% 80% P4 incidents target date agreed within 3 service days Actual: 92.5% 80% P4 incidents resolved within agreed target date Actual: 95.9% 	No benchmark at this level of criticality	<p>Availability of Necessary Business Services</p> <p>13.2.21.1</p> <p>ICT Services supporting Necessary Business Services are expected to be available 90% of their standard service hours (each month)</p> <p>Reliability Incident Management of Necessary Business Services</p> <p>13.2.21.2</p> <p>80% of Priority 1 incidents resolved within 8 standard service hours</p> <p>13.2.21.3</p> <p>80% of Priority 2 incidents resolved within 3 days</p> <p>13.2.21.4</p> <p>80% of Priority 3 incidents target date agreed within 3 days</p>		

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
ICT Support (cont'd)					
13.2.22 Support Necessary Business Services (cont'd)	13.2.16 • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4%	• No available benchmark on Mean Time to Complete Service Requests Using CCC historical performance and target to inform LOS.	Serviceability Service Request Management of Necessary Business Services 13.2.22.1 80% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.22.2 80% of Priority 2 Service Requests resolved within 3 days 13.2.22.3 80% of Priority 3 Service Requests target date agreed within 3 days		

Customer

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

Non - LTP Performance Standards

[illegible]

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
ICT Support (cont'd)					
13.2.24 Support Useful Business Services	13.2.16 <ul style="list-style-type: none"> • 80% of P1 & P2 Service Requests resolved within 8 standard service hours Actual: 92.3% • 80% of P3 Service Requests resolved within 3 days Actual: 92.9% • 80% of P4 Service Requests target date agreed within 3 days Actual: Not reported • 80% of P4 incidents resolved within agreed target date Actual: 97.4% 	No benchmark at this level of criticality	Serviceability Service Request Management of Useful Business Services 13.2.24.1 80% of Priority 1 Service Requests resolved within 8 standard service hours 13.2.24.2 80% of Priority 2 Service Requests resolved within 3 days 13.2.24.3 80% of Priority 3 Service Requests target date agreed within 3 days		

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
ICT Change					
13.2.25 Ensuring ICT delivered solutions provide business benefit	<p>2011/12 60% of ICT project delivered within budget</p> <p>90% of ICT projects delivered on time</p> <p>100% of ICT projects delivered within scope</p>	<p>No relevant benchmark</p> <p>Gartner IT Key Metrics Data (December 2011)</p> <ul style="list-style-type: none"> Percentage of Projects Completed On-Budget = 67% Percentage of Projects Completed On-Time = 57% <p>APQC</p> <ul style="list-style-type: none"> Projects delivered on or below budget - peer median 70% Percentage of Projects Completed On-Time - peer median of 74% 	<p>13.2.25.1 Delivered solutions result in net 7.5% operational savings relative to the amount of capital expenditure</p> <p>13.2.25.2 90% of ICT Projects are delivered within budget.</p> <p>13.2.25.3 90% of ICT Projects are delivered on time.</p> <p>13.2.25.4 90% of ICT Projects are delivered within scope.</p>	ICT projects are delivered to enable operational savings	

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
ICT Connect					
13.2.26 Identifying proven technology aligned to council Outcomes	New measures introduced		<p>13.2.26.1 At least 10 technology trials to be completed per annum, within approved budget</p> <p>13.2.26.2 A recommended ICT strategic plan showing proposed rolling 3 year horizon of ICT investments is updated annually by end of Feb, and in line with Annual Plan and Activity Management Plan Processes</p>	Trials provide the ability to test opportunities for business improvement. Trials also improve the success of IT project delivery, by reducing risk. 10 is an estimated baseline.	
13.2.27 Ensuring ICT investments provide value to CCC	New measures introduced	Comparative TCO Benchmark to be agreed	<p>13.2.27.1 At least 95% of investments are aligned to Activity Management Plans</p> <p>13.2.27.2 Establish baseline view of Enterprise level Total Cost of Ownership (TCO) for each ICT service by June 2014</p> <p>From 2014/15 Total cost of ownership target to be set</p> <p>13.2.27.3 ICT investments result in 7.5% operational savings relative to the amount of capital invested</p>		

Customer

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

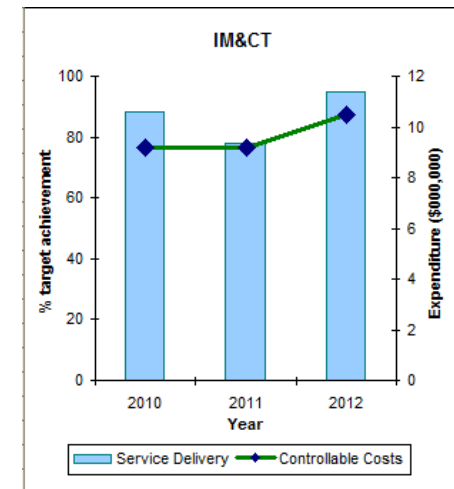
IM&CT	1 - Renewals	IM&CT Renewals and Replacements	4,325
	3 - Aspirational	IM&CT BusSolutions Delivery	9,401

Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.2 Information Management and Communications Technology					
Change - Deliver Business Solution Improvement Services	-				Change is recharged to Capex or Support/Connect Opex
Connect - Deliver Service Strategy Design and Planning Services	1,963	0/100	0/0/100/0	Ongoing	
Support - Deliver Core IT Support Services	10,512	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	12,475				
Corporate Overhead	-				
Depreciation	19,156	Includes ITS charges			
Interest	6,681				
Total Activity Cost	-				
Funded By:					
Fees and Charges	-				
Grants and Subsidies	-				
Internal Recoveries	-				
Total Operational Revenue	-				
Rates Funding	-				
Capital Expenditure	13,726				
Renewals & Replacements	4,325				
Asset Improvements	9,401				
New Assets	-				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

The ICT Asset Renewals and Replacement (R&R) policy is also aligned with the ICT Support service level objectives and levels of criticality and directed by the criticality of the business service that the ICT Service and underlying ICT Assets support. These levels are:

- Critical
- Essential
- Necessary
- Useful

Software (includes Packaged, In-House developed solutions, Infrastructure support)

- R&R Policy for software assets only addresses the renewal aspect
- Replacement of software assets, including betterment, to be addressed by Business Solutions capital investment
- Software as a Service (SaaS) applications are excluded from R&R Policy as they are not classified as capitalisable assets

Hardware

- Both renewal and replacement of assets is addressed under this policy
- Hardware for End-user computing (Laptops, Desktops etc) is grouped by the criticality of the Business Service that the user performs

Growth

- Key areas of growth relate to:
 - Increased data storage (digital assets)
 - Increased adoption of technology (eg mobility, software licenses)

Betterment / Aspirational

-Software updates or version upgrades that deliver additional functionality (without additional business analysis or configuration) are not treated as betterment and considered as renewal. Should a new software solution be required or business users have requested new functionality then this is considered as betterment/enhancement and not addressed under Renewal & Replacement.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Critical				
Critical Hardware E.g. Core Networking, Telephony, Plotters, Workstations, Desktops, Laptops, Field Devices	Replace hardware that supports Critical Business Services as specified by manufacturer		Total proposed R&R spend \$4,300 (2012 R&R AP budget not broken down by criticality).	
Critical Software - Support Infrastructure E.g. Exchange, Network, Telephony, Security, MS Office	Apply critical hot fixes and security patches for server assets within 1 month With 6 months of version 'N' released by vendor, asset should be maintained at one version behind.	Australian Whole of Government COE Policy Agencies should only support N-1 in their environment. The principle of N-1 is to reduce the complexity and the support requirement for the environment		
Critical Software – Packaged E.g. SAP, TRIM, Geomedia, Pathway	Upgrades to keep Critical Business services supported to agreed standards With 6 months of version 'N' released by vendor, asset should be maintained at one version behind			
Critical Software – “In House” applications E.g. LASER, Assets, Rates, Integration, FAQ	Annual assessment of renewal or replacement. Progressively renewed as application lifecycles dictates within an agreed pool of funds			

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Essential				
Essential Hardware E.g. Workstations, Desktops, Laptops, FrontCounter peripherals	Replace hardware that supports Essential Business Services as specified by manufacturer +12 months		Total proposed R&R spend \$4,300. (2012 R&R AP budget not broken down by criticality).	
Essential Software - Support Infrastructure No Current Assets	Apply critical hot fixes and security patches for server solutions within 3 months With 12 months of version 'N' released by vendor, asset should be maintained at one version behind	No software benchmark available for non-critical assets General policy: Australian Whole of Government COE Policy Agencies should only support N-1 in their environment. The principle of N-1 is to reduce the complexity and the support requirement for the environment		
Essential Software – Packaged E.g. Class, CoSign, Trapeze, Infra, CAD, Folio	Upgrades to keep essential business services to agreed standards With 12 months of version 'N' released by vendor, asset should be maintained at one version behind			
Essential Software – “In House” applications E.g. CPOL, HR Forms, Tradewaste billing, Materials Web DB	Annual assessment of renewal or replacement Progressively renewed as application lifecycles dictate within an agreed pool of funds			

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Necessary				
Necessary Hardware E.g. Council Chambers, Meeting rooms, Card Printers, RFID, Desktops, Laptops	Replace hardware that supports Necessary Business Services as recommended by manufacturer +24 months		Total proposed R&R spend \$4,300. (2012 R&R AP budget not broken down by criticality).	
Necessary Software - Support Infrastructure Currently No Assets	Apply hot fixes and security patches within 6 months With 24 months of version 'N' released by vendor, asset should be maintained at one version behind	No software benchmark available for non-critical assets General policy: Australian Whole of Government COE Policy Agencies should only support N-1 in their environment. The principle of N-1 is to reduce the complexity and the support requirement for the environment		
Necessary Software – Packaged E.g. Symphony, DCA Pinforce, Vernon, Borland Tools	Upgrades to keep necessary packaged applications to agreed standards With 24 months of version 'N' released by vendor, asset should be maintained at one version behind			
Necessary Software – “In House” applications E.g. Horizon, PIPS, EFI, Vehicle Bookings	Assessment of renewal or replacement every 24 months Replaced when the cost to repair exceeds the cost to replace			

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Useful Services				
Useful Services Hardware E.g. Desktops, Laptops	Replaced on breakage or when the cost to repair exceeds the cost to replace		Total proposed R&R spend \$4,300. (2012 R&R AP budget not broken down by criticality).	
Useful Services Software - Support Infrastructure None	There are no support infrastructure assets in the useful services asset category			
Useful Services Software – Packaged Various desktop based package applications	Replaced on breakage, when the asset becomes incompatible with current platform or OS, is identified as excessive security risk, or flagged by its use as no longer meeting requirements	No software benchmark available for non-critical assets		
Useful Services Software – “In House” applications No Assets	There are no in-house developed applications in the useful services assets category			

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.	
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%	Efficiently managing debt levels is critical for cashflow and balance sheet management. This incorporates financial information captured in SAP, such as invoiced debt, but not consenting debts or central govt debts.	
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.	
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)	
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	
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.	

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
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.	
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.	

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
Corporate Contract Management					
13.4.8 Corporate Contract Management	<p>2011/12 Measurement of contracts was suspended post-EQ.</p> <p>2010/11 99%</p> <p>2009/10 95%</p>	As per requirements for performance in contracts	<p>Maintain:</p> <p>Suppliers compliance with Contract KPIs:</p> <p>At least 95%</p>	<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>	

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	Bench-marks	Recommended LOS	Rationale	LTP Committee Direction
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	
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.	

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	Bench-marks	Recommended LOS	Rationale	LTP Committee Direction
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>	Buildings operational and maintained per Facilities Maintenance contract	<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>	

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
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>	
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>	

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
Facilities Rebuild Plan supported					
13.4.22 Manage facilities earthquake damage assessments process	New	None	<p>13.4.22.1 Detailed Engineering Evaluations (DEE) deliver to Council Facilities Rebuild evaluations programme schedule</p> <p>13.4.22.2 Damage assessments and demolitions deliver to Council Facilities Rebuild assessments schedule</p> <p>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>	

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
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	
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%	

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
Corporate Data Management					
13.4.12 Council's Core Data sets centrally managed to comply with Council's data principles and standards.	Customer 2012/13 YTD 80% 2011/12 60% 2010/11 70% 2009/10 50% Assets 2012/13 YTD 35% 2011/12 53% 2010/11 50% 2009/10 50% Property 2012/13 YTD 42% 2011/12 60% 2010/11 50% 2009/10 100%	Data conforms with Council's data principles and standards	2013/14 – 2014/15 % centralised data managed to agreed standards: 13.4.12.1 Customer 90% 13.4.12.2 Assets 70% 13.4.12.3 Property 60%	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. As data is a variable & is constantly changing a target of 90% is realistic. Achievement and ability to increase targets will happen once additional earthquake data workload is satisfied	
13.4.16 Manage Council's Corporate Records to Public Records Act (PRA) requirements	Active 2011/12 20% 2010/11 20% Electronic 2011/12 50% 2010/11 40% Semi-active 2011/12 75% 2010/11 75% Archive 2011/12 100% 2010/11 50%	Public Records Act requirements	2013/14 – 2014/15 13.4.16.1 Active 50% 13.4.16.2 Electronic 80% 13.4.16.3 Semi-active 98% 13.4.16.4 Archive 98%	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. Achievement and ability to increase targets will happen once additional earthquake data workload is satisfied	
13.4.17 Manage Continuous Improvement initiatives across the Council	2011/12 90% 2010/11 90%	Lean 6 Sigma projects analysis & comparisons	90% of improvement initiatives delivered and benefits realised	Efficient and proactive management of the delivery of Council's agreed projects Focuses on assisting departments to improve their customer processes	

Customer

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

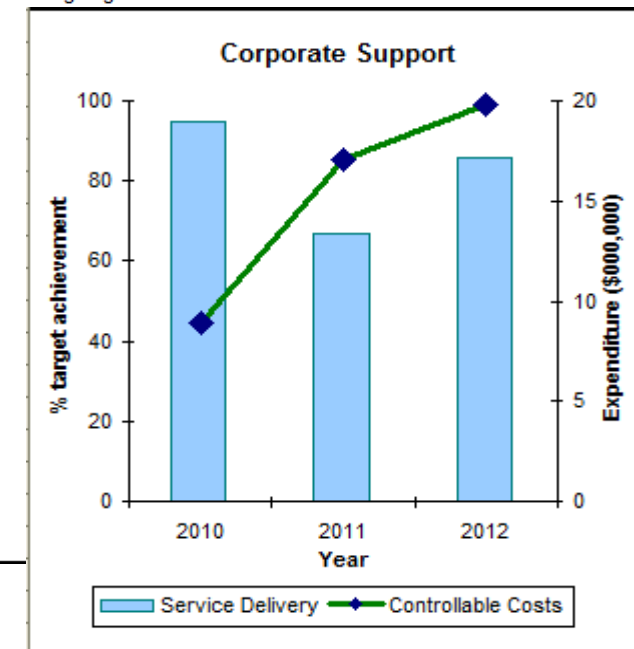
Corporate Support	1 - Renewals	Corp Accom - Renewals & Replacement	283
		Fleet and Plant Asset Purchases	1,690
		Surplus Property Development	118
	4 - Rebuild	Rebuild Strategic Land Acquisitions	52,400
		Rebuild SLP Land Value Offset	(3,500)
		Facilities Rebuild	34,000
	3 - Aspirational	Energy Efficiency Projects (Budget only)	333

Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.4 Corporate Support					
Collecting Council's money (collection of rates and all Council debts)	2,300	0/100	0/0/100/0	Ongoing	
Paying Council's bills (payroll and accounts payable)	308	0/100	0/0/100/0	Ongoing	
Procurement and purchasing	1,341	0/100	0/0/100/0	Ongoing	
Corporate Asset Management Planning Services (for business group asset owners – advisory, support, monitoring and audits)	2,607	0/100	0/0/100/0	Ongoing	
Corporate Accommodation management (Civic Offices and other corporate accommodation – includes renewals & replacements)	12,218	0/100	0/0/100/0	Ongoing	
Fleet Management (maintenance, sustainability and replacement of the car pool, specialist vehicles and plant)	- 883	0/100	0/0/100/0	Ongoing	
Facilities Maintenance Contract Management (e.g. Cleaning, Security, Maintenance) - currently included in Corporate Asset Management figures	-	0/100	0/0/100/0	Ongoing	
Property Consultancy (acquisition and disposal of land, management of leases and management of non-infrastructure property assets)	1,632	0/100	0/0/100/0	Ongoing	
Corporate Data Management	4,034	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	23,557				
Corporate Overhead	- 23,759				
Depreciation - Fleet	887				
Depreciation - Commercial Accommodation	503				
Depreciation - Corporate Accommodation	1,673				
Interest	-				
Total Activity Cost	2,861				
Funded By:					
Fees and Charges	(1,399)	External Rents			
Total Operational Revenue	(1,399)				
Rates Funding	(1,462)				
Capital Expenditure	25,762				
Fleet	1,471				
Property - including Strategic Land Purchases	24,008				
Corporate Accommodation	283				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

Prior to the earthquake the network provision of Corporate Accommodation included co-located space in one metropolitan (Hereford Street), 6 suburban (stand alone) facilities and a store. The location and nature of the network is largely a product of pre-amalgamation (1989) history. Over the last 20 years collocation with other Council services (mostly Libraries) has occurred with an additional network of 5 sites (budgeted and managed separately). These assets collectively support services to residents (users & staff) by providing a fit-for-purpose, accessible, compliant, comfortable and secure physical environment. The network and building attributes link to 13.4.15.

The anticipated network provision at the beginning of the LTP is reduced to 5 permanent locations, 3 temporary facilities and one closed facility (Sockburn). Of the Service Centres based in Libraries/Community Facilities it is anticipated that 4 will be open along with 1 temporary facility.

The FRP (Facilities Rebuild Project) co-ordinates the earthquake response for all Council owned properties/buildings. This takes into consideration damage to properties, council's insurance entitlement, the Detailed Engineering Evaluation (seismic strength of buildings relative to the New Building Standard 2011), existing building design and lifecycle issues, the anticipated demand for the building/activity and the revised network strategy for the activity. Compliance upgrades may also be triggered by the works.

A program of damage assessments / DEE's is underway to identify buildings that may be deemed unsafe to occupy and to identify strengthening works required. Only some of these have been completed to date and subsequent strengthening designs, costs and programs have also not been completed. Staff anticipate the timing and cost of earthquake repairs and the seismic strengthening works will be spread relatively evenly over the 10 year LTP period

An attempt has been made to reflect this program in the development of the LTP budget however it is acknowledged that this will be subject to review as more detailed information is available for each property and it is processed through the FRP decision making framework. This will include reports to Council for each property where betterment above insurance entitlement exists.

Most planned works for buildings such as painting and capital renewals have been deferred since 2010, pending damage and strengthening assessments. As a result there is a backlog of deferred maintenance to be addressed over the LTP period. The LTP budgets have allowed for this but the timing will be significantly influenced by when earthquake repairs / strengthening works occur, governed by the FRP decision making framework. Some planned works may be funded by insurance proceeds, but this will be determined building by building. In the interim only urgent planned weatherproofing work (for example roofing) or critical services failures (required to keep the facility functioning) will proceed.

Due to the deferral of the planned work program elevated reactive maintenance is likely to occur and budgets have been adjusted to reflect this, diminishing in the later years of the LTP as properties return to normal levels of service.

Growth

The future network of facilities is anticipated to be influenced by demographic and transport changes that may eventuate over the coming decade. Apart from the likely impact of new subdivisions (Nth & Sth West parts of Chch), the localised nature of the changes are difficult to predict, requiring ongoing monitoring in relation to the network and building capacity to match demand.

Betterment/Aspirational – The existing model of co-location, championed by Service Centres and Libraries, is being broadened to consider other Council activities as part of a considered response to the earthquake and new seismic standards. A review and report on co-location options is intended to be completed as part of the Facilities Rebuild Plan.

Legislative

Local Government Act (schedule 10), Chch City Plan, H&S Act, Building Act, Facilities Rebuild Plan framework/delegations.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTCCP Working Party Direction
Corporate Accommodation Economic Life (total replacement) Key reactive maintenance KPIs Urgent response time – within 4 hours Non-urgent response time – within 10 days Key planned maintenance activities Compliance, safety & security inspections Scheduled maintenance programs Exterior Repainting Cycle Interior Redecoration Cycle Key renewal & replacement activities Roof Replacement Window & Door Joinery Sanitary services & site drainage Mechanical & Electrical (e.g. HVAC / LIFTS etc) Asphalt & Landscaping refurbishment Vinyl & Carpet replacements Bathroom & Kitchen Remodels	Varies considerably as a result of non-asset business drivers Health & Safety / Asset Protection Agreed maintenance contract Annual / Monthly / Weekly / Daily Annual / Monthly / Weekly / Daily Timber 7 years / Block 10 Years 9 Years 40 to 50 Years 40 to 50 Years 40 to 50 Years 25 to 30 Years 25 to 30 Years 10 to 15 years 10 to 15 years	Strongly influenced by non-asset business drivers i.e. demand driven with functional obsolescence / LTA service delivery strategies KPIs embedded in FM Contract based on customer expectations & compliance requirements and Life cycle Maintenance/Renewals are based on multiple criteria such as: 1 IIM-Manual 2 NAMS Property Manual 2006 (Section 7.8 Building Component Guidelines) 3 Industry Standards manufacturers/Rawlinson's 4 For some area's actual cycles have been analysed & captured in SAP Plant Maintenance (module) - limited to <10 years Cycles influenced by site specific materials, environmental conditions & extent of reactive maintenance (cost optimisation) In addition non-asset business drivers such as aesthetic considerations / budget constraints and operational considerations (for example disruption to business activity) also influence the timing of actual cycles.	\$414	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTCCP Working Party Direction
Fleet Key renewal & replacement schedule (links to 13.4. 21-23) Vehicles Cars, Vans, Ute's Motor Cycles Trucks Trailers Bus & Tankers (Fire) Small Plant Brush cutters, chainsaws, blowers, edge trimmers. Generators, compressors, plate compactors Dinghy Medium Plant Ride on Mowers Water Pumps Heavy Plant Loaders & Tractors	6 years or 80,000kms 3 years or 30,000kms 7 years or 90,000kms 10 years 15 years 90% vehicles meet a safety Ancap rating of 4 out of 5 or better, overall fleet fuel efficiency 9.4 Litres/100km 3 years 5 years 10 years 6 years 10 years 8 Year or 5000hrs (asset based lifecycles loaded in SAP- Plant Maintenance)	Benchmarked with standard industry Knowledge (compliance / residual asset values) 5-7 years or 65,000 to 90,000kms Research / Benchmarking NCSFA State Fleet Administrators (USA) AFMA (Australian equivalent) & Mercury Associates Inc (consultants)	\$1,000	

Activity 13.0: Human Resources

Accountable Manager: Chris Till

What services are provided?

- Supporting organisational culture and capability; including learning, people and leadership development
- Remuneration Support
- Human Resources Operational Support and Advice, including people information management, employee documentation, payroll liaison, administration support and recruitment
- Health, safety and well being support/Legal Compliance
- Employment Relations/Legal Compliance

Why do we provide these services?

Human Resources provide these services internally for a variety of reasons:

- To assist and support managers to consistently resource, lead, develop and grow people within the organisation. This ensures that the Council has current and future organisational capability to plan and deliver the Council's Vision, Strategy, Activity Management Plans and the Long Term Plan
- To assist and support managers in complying with legal and "good employer" requirements
- To assist and support the Council's focus on continuous improvement
- To lead and co-ordinate collective employee relations and negotiations
- To ensure a safe and healthy workforce environment with emphasis on people's overall well-being as a precursor to people being engaged and satisfied in their work environment and culture

The provision of these in-house services centrally as a shared service is far more efficient, focussed and conducive to consistency, control, visibility and fairness of approach than a de-centralised model.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Human resources services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.</i>	
Christchurch City Council needs to be both a "best employer" and ensure statutory obligations are met by the Council. Increased productivity, customer service, capability, innovation and safety are the ultimate outcomes.	<i>Human resources services serve to develop organisational culture and Engagement and ultimately organisational capability, productivity, customer service, safety and innovation. Human Resources develop and implement high-quality people strategies, tactics and leadership/management practices that support the vision and objectives of the Council. They also support the organisation to understand and comply with relevant employment legislation.</i>

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

- The Chief Executive Officer, the Executive Team, Managers, Team Leaders and staff of the Council.

Key legislation:

- Health and Safety in Employment Act 1992
- Employment Relations Act 2000
- Local Government Act 2002

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
Supporting organisational culture and capability					
13.0.1 Support improvement of staff Engagement	Engagement score 2012: 58% 2011: not surveyed 2010: 54% 2009: 55% 2008: 45%	Current Local Government Australasia sector average 50% Current best practice score Aus/NZ >65% (Best Employers 2010 74%)	Improve overall Engagement score each year: • 2014 to 65% • 2015 to 67%	Engagement provides an internal measure of how much staff want to, and actually do, take action to improve the Council's organisational results. A strong positive correlation between Engagement, productivity, customer service, health and safety and achievement of business results exists. Each Human Resources Manager to support their designated Group(s) to increase their target, in turn achieving an overall Engagement score. Combined Engagement score is a strong indication of the support and focus provided by the Human Resources Managers across the organisation.	
13.0.3 Support implementation of organisation wide learning and development	Learning and development Engagement survey driver result 2012: 64%	Learning and development Engagement survey driver result for New Zealand average 2011 56% as at September 2012	13.0.3.1 Achieve 65% in learning and development Engagement survey driver question 13.0.3.2 Achieve 85% positive feedback from participants attending training programs	Programmes that deliver effective learning outcomes alter over time in accordance with environmental drivers and organisational imperatives. For this reason, programmes need to be regularly reviewed, feedback acted upon as quickly as possible, redundant programmes ceased and emerging areas of need catered for.	

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
Supporting organisational culture and capability (cont'd)					
13.0.10 Develop leadership capability	Current rating is 99% positive feedback from attendees on leadership programmes		Maintain at least 90% positive feedback in the use of information or ideas (being a rating from somewhat to greatly) from participants attending annual Team Leader and Senior Manager Workshops	Developing leadership capability helps drive overall Engagement score, productivity and retention.	
13.0.11 Support culture change	Culture change programme delivered annually		Continue culture change programme		
13.0.12 Support performance	Retention programme delivered annually		Maintain retention programme	Retention programme includes leadership programme, engagement actions, market-based remuneration framework, staff well-being programme.	
Remuneration Support					
13.0.13 Support managers with remuneration advice and processes	Compensation (Pay) Engagement survey driver result for 2012: 48% New measure New measure	Current Local Government Australasia sector in Compensation (Pay) Engagement survey driver question average 47% (Best Employers 2010 60%)	13.0.13.1 Achieve 50% result in Compensation (Pay) Engagement survey driver question 13.0.13.2 Ensure 85% of new managers attend remuneration training 13.0.13.3 Achieve 85% satisfaction result in internal remuneration review survey	A shared service model for remuneration ensures consistency, efficiency and minimises risk. Feedback on the overall HR Shared Service provision will be identified by an internal feedback survey.	

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
Human Resources Operational Support and Advice					
13.0.2 Support increase in People (HR) Policies and Procedures Practices score in Engagement survey	People (HR) Policies and Procedures Practices score 2011/12: 50% 2010/11: not surveyed 2009/10: 42% 2008/09: 44%	Current Local Government Australasia sector average 42% (Best Employers 2010 73%)	Improve results of the People (HR) Policies and Procedures Practices Engagement driver question each year : 2013/14 - to 58% by May 2014 2014/15 - to 62% by May 2015 2015/16 - to 66% by May 2016	Provides internal measure of how satisfied staff are with the application of the policies and procedures that effect their employment experience.	
13.0.5 Provide a Human Resources service that best meets our Customers' business needs	Internal Shared Services Survey 2011/12: 76%	Satisfaction rating from Internal Shared Services survey	Improve/maintain satisfaction rating in internal shared services survey each year: 2013/14 to 85% 2014/15 to 90% 2015/16 to 90%	Modern, progressive HR services work out, proactively, what internal service customers want and how Human Resources are delivering to requirements and improving over time.	

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
Human Resources Operational Support and Advice (cont'd)					
13.0.6 Support managers with the production and maintenance of employee documentation	2011/12: 100% 2010/11: 85% 2009/10: 85% 2011/12: 100% 2010/11: 85% 2009/10: 85%	Satisfaction rating from Internal Shared Services survey	13.0.6.1 Process 85% of offer letters within one full working day (following receipt of required approval, via online form) 13.0.6.2 Process 85% of other letters within two full working days (following receipt of required approval, via online form) 13.0.6.3 Acknowledge and/or resolve 85% of all customer enquiries within two full working days	A shared service model for HR Administration ensures visibility, control, consistency, efficiency and minimises risk. Feedback on the overall HR Shared Service provision will be provided via the Internal Shared Service Survey.	
13.0.7 Support managers with advertising, recruitment and selection processes	2011/12: 100% 2010/11: 90% 2009/10: 85% 2011/12: 100% 2010/11: 85% 2009/10: 85%	Satisfaction rating from Internal Shared Services survey	13.0.7.1 Place 90% of advertising on the Council's website within two full working days (following receipt of required approval, via online form) 13.0.7.2 Arrange 85% of interviews within four full working days (following receipt of the interview shortlist matrix from the hiring manager) 13.0.7.3 Offer 85% of new managers individual support with their first recruitment process 13.0.7.4 Acknowledge and/or resolve 85% of all customer enquiries within two full working days	A shared service model for recruitment ensures best practice processes, is efficient for managers, improves visibility, control and leadership capability and minimises risk.	

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
Human Resources Operational Support and Advice (cont'd) - Reporting					
13.0.14 Support managers with HR Reports and advice	<p>Provide regular reports including : Monthly – Unit People management reports, reports to manage leaves, casuals, turnover</p> <p>Six/nine monthly Unit People Management Report</p> <p>PR&D Status Reporting (eight weeks prior to review)</p> <p>Annually – workforce planning and Engagement Reporting</p> <p>Ad Hoc Reports - Earthquake related, Audit required, management required</p>	Satisfaction rating from Internal Shared Services survey	<p>13.0.14.1 Deliver 85% of HR Reports within agreed timeframes</p> <p>13.0.14.2 Acknowledge and/or resolve 85% of all customer enquiries within two full working days</p>	A shared service model for reporting ensures consistency, efficiency and minimises risk.	
Human Resources Operational Support and Advice (cont'd) - HR Advisors					
13.0.15 Support Managers with HR advice	Internal Shared Services Survey 2011/12: 76%	Satisfaction rating from Internal Shared Services survey	Acknowledge and/or resolve 85% of all customer enquiries within two full working days	A shared service model for HR Advisor advice ensures consistency, efficiency and minimises risk.	

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
Health, safety and well being support/Legal Compliance					
13.0.4 Maintain and achieve tertiary level in the ACC Partnership Programme	Tertiary level in the ACC Partnership Programme achieved consistently since 2002	ACC Partnership Programme Audit Standards	Maintain and achieve tertiary level in ACC Partnership Programme	Provides independent benchmark for health and safety and injury management across New Zealand workplaces. Encourages continuous improvement to achieve best practice.	
13.0.9 Meet legal obligations under Health and Safety legislation	No Prosecutions under Health and Safety Legislation	Health and Safety in Employment Act 1992	13.0.9.1 Meet all obligations under Health and Safety legislation 13.0.9.2 No prosecutions under Health and Safety legislation		
Employment Relations/Legal Compliance					
13.0.8 Meet legal obligations under NZ Employment Law	100% compliance	No benchmarks	Meet all obligations under employment relations legislation	Providing strategic employment relations (ER) advice to CEO, GMs and HR Team as appropriate. Providing day to day ER advice to HR Managers and Line Managers. Ensuring policies, employment agreements and processes are legally compliant across the organisation, maintenance of constructive relations with Unions, resolution of employment related disputes, personal grievances and collective bargaining, employment institutions (mediation, authority, court) matters addressed and advocated where required. Current practice and arrangement works well, provides a high level of service and minimises potential risks to the organisation.	

Customer

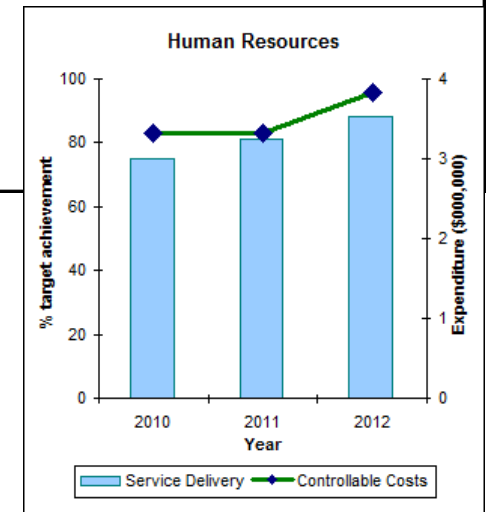
What business results must we deliver to our customers, to deliver on the outcomes?

No capital planned for Human Resources activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Activity Management Plan: Operational Budget	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/Subsidies/Ra tes/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.0 Human Resources					
Supporting organisational culture and capability; including learning, people and leadership development	1,156	0/100	0/0/100/0	Ongoing	
Remuneration Support	465	0/100	0/0/100/0	Ongoing	
Human Resources Operational Support and Advice, including people information management system, employee documentation, payroll liaison, administration support and recruitment	1,670	0/100	0/0/100/0	Ongoing	
Health, safety and well being support/Legal Compliance	491	0/100	0/0/100/0	Ongoing	
Employment Relations/Legal Compliance	550	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	4,332				
Depreciation	-				
Interest	-				
Total Activity Cost	4,332				
Funded By:					
Fees and Charges					
Grants and Subsidies					
Internal Recoveries - Overheads	- 4,332				HR costs are recovered by internal transfer to the business units.
Total Operational Revenue	- 4,332				
Rates Funding					
Capital Expenditure					No Significant Purchases



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

No strategic asset overview is required for this activity.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 13.7: Manage Capital Programme

Accountable Manager: Kevin Locke

What services are provided?

- Provide professional and technical services to other Council activities, in order to:
 - Manage the delivery of the Capital Programme
 - Support other groups in Council with specialist and technical advice, e.g. project management, surveys, emergency activities

The Capital Programme Group comprises six units consisting of Business Support, Investigations, Delivery, Project Management, Infrastructure Rebuild and Major Facilities, and maintains direct management of the majority of the capital programme, excepting:

- IMCT activities, e.g. consents and customers
- Some contract management activities e.g. carriageway resurfacing; footpath resurfacing.
- Strategic land purchases, including Waterways & Wetlands purchases.
- Group/Unit CAPEX spend on operational purchases, e.g. library books purchase, light vehicle purchase, furniture purchase.

Why do we provide these services?

We provide a significant portion of services “in-house” because of:

- Strong institutional knowledge and track record in the management, planning, design and delivery of Council infrastructure
- An established team of experts, employed by council, ready to deliver to the challenges in our city
- Lower direct cost to Council through smart utilisation of people and technical resources
- Minimise the increasing costs of employing external consultants which will continue to be affected by strong demand
- Increased ownership of the outcomes
- Organisational agility, maintaining flexibility when needing to change focus or resourcing levels

Capital Programme Group does use external resources or outsources when the group does not have the required capacity to deliver the capital programme or when it does not have the necessary skills or capability for the project to be delivered.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Management of the capital programme supports the delivery of Council activities and services to the community, and thus contributes to all community outcomes.</i>	
City assets, financial resources and infrastructure are well managed, now and for the future.	<i>In planning, managing and supporting the completion of capital-funded projects, Council ensures that it expends capital funding efficiently on infrastructure and facilities for community use now and in the future.</i>

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

City Environment Operational Units, Capital Programme Group, Strategy and Planning Group, Corporate Services, Regulation and Democracy, Public Affairs Group, Councillors and Community Board members, Christchurch residents.

Key legislation:

- No legislation driving this activity per se

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
Provide professional and technical services to other Council activities – Group-wide					
13.7.1 Deliver a percentage of agreed Capital Programme Project Milestones at year end	Current target: at least 85% Actual performance: 2011/12 80%	None available	At least 85% of milestones on track.	Key Business Driver: The delivery of milestones is a means of ensuring that project schedules are planned and managed effectively. This will be not be measured as a LOS each month but will be calculated automatically through project information supplied for the Monthly Performance Report.	
13.7.2 Manage Capital Programme financial carry-forwards	Current target: no more than 20% Actual performance: 2011/12 42.7%	None available	No more than 20% carry forwards	Key Business Driver: The carrying forward of unspent planned budget is a coarse indicator of 'actual' program delivery against 'planned' or 'budgeted' program delivery. This will be monitored and presented back upon at a monthly performance report meeting.	

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
Provide professional and technical services to other Council activities – Group-wide (cont'd)					
13.7.3 Respond to requests to support operating activities (including Emergency activities)	Current target: average score of 4.0 out of 5 or 80% Actual performance: 2011/12 68%	None available	To achieve a customer satisfaction score of at least the following in the "Provision of Technical Services" section of the council's Staff Perceptions Survey: 2013/14 75% 2014/15 80%	The survey measures satisfaction levels and provides opportunity for feedback specific to the range of services the Capital Programme Group delivers to internal customers.	
13.7.4 Customer satisfaction with services provided (CAPEX, OPEX and Emergency)	Current target: average score of 4.6 out of 5 or 92% Actual performance: 2011/12 66%	None available	To achieve a customer satisfaction score of at least the following in the "Management and Delivery" section in the council's survey: 2013/14 75% 2014/15 80%	The survey measures satisfaction levels and provides opportunity for feedback specific to the range of services the Capital Programme Group delivers to internal customers.	

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
Provide professional and technical services to other Council activities – Administration Support and Delivery					
13.7.5 Deliver administration services	New measure		13.7.5.1 At least 85% contracts published within 2 working days	The recommended LOS for delivering administration services underpins the ability of the Capital Programme Group to deliver in a timely and accurate fashion across the group. Given the contractual nature of the relationships the group engages across it is vitally important we deliver to a high and consistent level in these areas.	
	New measure		13.7.5.2 At least 85% purchase orders raised within 1 working day		
	New measure		13.7.5.3 At least 85% invoices receipted within 5 working days		
	New measure		13.7.5.4 At least 85% contract progress payments processed within 2 working days		

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
Provide professional and technical services to other Council activities – Technical and Project Tools Support					
13.7.6 Programme Management Office to conduct an annual business process audit	New measure		100% of actionable and controllable recommendations closed within 6 months	Provides assurance to the group that business process's are being followed.	
13.7.13 Support project governance through data validation	New measure		13.7.13.1 100% of CPMS data checks completed within 4 working days from end of month.	The PMO (Programme Management Office) sits within the Business Support unit and has overall responsibility for ensuring accuracy of data, system integrity and ongoing implementation across the group and wider council.	
	New measure		13.7.13.2 100% of capital programme progress reports completed within 7 working days from end of month	CPMS (Capital Programme Management System) is the newly integrated online tool that enables a single Council-wide way of planning and delivering capital projects.	
	New measure		13.7.13.3 100% of change request approvals initiated within 1 working day	Still at early stages of adoption within Capital Programme Group it is demonstrating value through accurate tracking, monitoring integrated change control and delivering project updates and reports to Project Sponsors, Team Leaders, Unit Managers, Executive and Council.	

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
Provide professional and technical services to other Council activities – Management and Control					
13.7.7 Manage capital projects	Actual 2011/12 79%		13.7.7.1 At least 85% of project annual spend within agreed financial year project	Key Business Driver: The completion of projects within planned and agreed budget for the financial year is an indicator of good financial planning and management on projects.	
	Actual 2011/12 100%		13.7.7.2 100% of project gateways completed with documented sponsor acceptance (scope and objectives met)	Key Business Driver: Gateway reviews ensure that projects are planned and managed effectively.	
	Actual 2011/12 70%		13.7.7.3 At least 85% of projects completed within agreed project life budget	Key Business Driver: The completion of projects within planned and agreed budget for the whole of project life is an indicator of good financial planning and management on projects.	

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
Provide professional and technical services to other Council activities – Management and Control (cont'd)					
13.7.15 Produce board reports	Actual 2011/12 100% Actual 2011/12 95%		13.7.15.1 At least 85% achieve due dates 13.7.15.2 At least 85% board approvals	Ensure staff are successful in complying with process requirements and achieving positive outcomes.	
13.7.16 Ensure consultation is fit for purpose	Actual 2011/12 90% Actual 2011/12 100%		13.7.16.1 Prepare and maintain consultation plans for all projects where plans are required 13.7.16.2 At least 85% of submissions acknowledged within 5 days of receipt	Ensure good process is followed when engaging with customers to help achieve successful outcomes.	
13.7.9 Ensure procurement is undertaken in alignment with council's recently revised procurement policy	New measure		Every project has an "approval to proceed to tender" form completed and signed prior to tender	Ensure that correct and transparent procurement process' have been undertaken with regards the revised procurement policy.	

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
Provide professional and technical services to other Council activities – Design and Delivery					
13.7.14 Deliver Cadastral dataset	Actual 2011/12 65% agreed at first submission Actual 2011/12 80% Actual 2011/12 90%		13.7.14.1 At least 80% of LINZ submissions accepted first time 13.7.14.2 At least 80% to time estimate 13.7.14.3 At least 85% to budget	Ensure that staff are successful in meeting customer requirements for time, cost and quality.	
13.7.12 Deliver preliminary design	Actual 2011/12 95%		At least 85% of recommended options accepted by sponsor first time	Ensure that staff work to agreed sponsor requirements and scope of briefs.	

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
Provide professional and technical services to other Council activities – Design and Delivery (cont'd)					
13.7.8 Deliver detailed design & documentation, fit for purpose, to time, to right quality and ensure contracts are managed effectively	Actual 2011/12 90%		13.7.8.2 Every project has a fee/time estimate completed	In completing a fee/time estimate staff can accurately manage and forecast their costs in delivering project outcomes.	
	New measure		13.7.8.3 Every fee/time estimate is tracked in the resourcing tool with CPMS	Accurate data is made available to project and programme managers aiding in the successful delivery of the capital programme.	
	New measure		13.7.8.1 At least 90% of Capital Programme Group delivered projects have a phase kick off meeting and the brief for the detailed design phase and contract management phase is agreed.	Phase kick off meetings provide staff with clarity around what they are being tasked to deliver and commit resources towards.	
	New measure		13.7.8.4 Every project has a contract close out meeting	The contract close out meeting provides opportunity to reflect and agree on successful outcomes and future learning.	

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
Provide professional and technical services to other Council activities – OPEX Delivery					
13.7.11 Deliver Professional and Technical Services	Actual 2011/12 95%		13.7.11.1 At least 95% of requests within delivery unit and investigations unit have a "request for professional service " form completed, have been agreed with customer and process is followed.	Ensure that staff follow approved process to deliver successful outcomes for their customers in the delivery of professional and technical services which sit outside of capital programme delivery.	
	Actual 2011/12 95%		13.7.11.2 At least 90% of request for professional service are compliant		

Customer

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

No capital planned for Manage Capital Programme activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.7 Manage Capital Programme					
Provide professional and technical services to other Council Activities	17,270	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	17,270				
Corporate Overhead	3,056				
Depreciation	34				
Interest	-				
Total Activity Cost	20,360				
Funded By:					
Fees and Charges	-				
Grants and Subsidies	-				
Internal Recoveries	(20,360)				Costs are recovered by internal charges to the business unit requesting the service
Total Operational Revenue	(20,360)				
Rates Funding	-				
Capital Expenditure	-				No significant purchases.

Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

Capital Programme Group manage a small number of asset to support levels of service.

Capital Programme Group uses field equipment that includes:

Survey equipment e.g. theodolites; laser, digital and optical level equipment.

Contract supervision equipment e.g. distance measures; compaction testing equipment

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals & replacements Field equipment includes: Survey equipment e.g. theodolites; laser, digital and optical level equipment. Contract supervision equipment e.g. distance measures; compaction testing equipment	Renewals of field equipment		\$25	

Activity 13.6: Public Affairs Internal Service

Accountable Manager: Lydia Aydon

What services are provided?

Marketing

- Marketing strategy, advice, planning, production and delivery, Council Brand

Consultation


- Advice and support to ensure a planned and consistent approach to consultation across the organisation

Communications

- External Communications – inform and engage the Christchurch community about Council, services, decisions and opportunities to participate
- Internal Communications – ensure staff and elected members are informed about Council activities and decisions.
- Co-ordinate, plan and manage communication to/from all Media
- Advise, plan, develop and implement communications plans for specific projects.

Why do we provide these services?

The above services are provided as a 'shared service' to the organisation to support the marketing, communications and consultation requirements of all services and activities delivered to our customers, planned programmes, projects and strategies. In response to the recommendation of the Communications Audit, June 2012, Public Affairs will review the processes of the shared service to ensure the Group is in the best position to drive the communications-related activities of the organisation. While the Audit found that the Group was effectively communicating the activities and services of the Council, it suggested that an over-arching strategy was required to better inform and engage with residents over decision-making and big issues. The Group will continue to deliver public information services for Council activities, but moving forward will look to manage resourcing, largely through prioritisation of projects, in order to put a greater emphasis on the communication of Council decision-making and issues of key significance to the community. This will rely not just on the efforts of the Public Affairs Group, but also require the support of other Units within the organisation and elected members.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Public Affairs services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.</i>	
People have the information and skills to enable them to participate in society  The Council's goals and activities are clearly communicated to the community Decisions take account of community views Maori have opportunities and the capacity to contribute to decision-making processes Statutory obligations are met by the Council	<i>By providing current and accessible Council information, people know about and understand Council goals, decision-making processes, its services, programmes and events, enabling them to take part in community life.</i> <i>By working more closely with communities and engaging residents in Council decision-making and activities, the Council improves its reputation among stakeholders and the wider community.</i> <i>By following a consistent framework for consultation processes that complies with legislative requirements, the views of Maori and the community are sought on matters affecting them and are taken into account in Council decision-making.</i>
Which group or section of the community will benefit from this activity?: External: Residents, visitors, ratepayers, media, Central Government Politicians, key stakeholders (community and business groups), Government Agencies, other TLAs, Regional Council. All business units that undertake public consultation; and elected members who receive the results of consultation. Internal: Elected members, Council business units, all staff, CCHL companies	
Key legislation: <ul style="list-style-type: none"> • Local Government Act 2002 	

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
Marketing strategy, advice, planning, production and delivery, Council Brand					
13.6.1 Provide effective marketing advice and develop and implement marketing strategies and plans as a shared service for the organisation.	Annual evaluation of service shows a satisfaction with internal services of: 2011/12 89% 2008/09 86.4%		13.6.1.1 At least 80% satisfaction with internal service provided across key projects and an annual evaluation of service. 13.6.1.2 At least 95% internal customers satisfied or very satisfied with the joint marketing / communication plans	To enable the delivery Units of Council to meet their Targets for level of service, effective marketing support is required e.g. Kerbside recycling, Facilities Rebuild.	
Consultation					
13.6.2 Provide advice and support to ensure a planned and consistent approach to consultation across the organisation.	2011/12 Staff Perceptions Survey shows 53% of internal staff are satisfied or more than satisfied with services provided by Consultation Team.	Internal customers are satisfied or very satisfied with the advice and support they receive from the Consultation Team.	13.6.2.1 At least 80% internal customers satisfied or very satisfied with the services provided by the consultation team 13.6.2.2 Advice is provided to council management which fulfills statutory obligations regarding consultation	The Consultation Team supports effective consultation by advising Units how, and when, to engage effectively with the community. This work supports the Public Participation in Democratic Processes Activity Management Plan 4.1 A Community Engagement Strategy will be prepared in response to the Communications Audit, June 2012. This will outline a plan for improved engagement in the community and with key stakeholders, including the introduction of regular community forums and direct community engagement. <i>Additional funding of \$30,000 per annum is requested to implement the final recommendations of the Community Engagement Plan. This is required to cover set-up costs and any promotion or publicity around new or existing engagement opportunities.</i>	

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
External Communications – inform the Christchurch community about Council, services, decisions and opportunities to participate					
<p>13.6.3 Provide external communications that are timely, relevant, accurate and cost effective.</p>	<p>Social media (Twitter, Facebook, Tumblr etc) used to interact with community.</p> <p>Council website provides online information about services and Council decisions.</p> <p>Produce "Our Christchurch" publications.</p> <p>Columns for the Mayor as negotiated with media and other organisations</p> <p>New</p> <p>Residents are satisfied that Council communications are timely, relevant and accurate: 2011/12: 66% 2010/11: 57% 2009/10: 65%</p>	<p>Auckland Council Our Auckland - Mini – magazine Delivered to more than 535,000 homes each month. Has 13 local versions Supplemented by a weekly e-newsletter focused on events.</p> <p>Wellington City Council Our Wellington - weekly guide to the city in Dominion Post every Tuesday for 50 weeks of the year.</p> <p>Dunedin City Council CityTalk - quarterly magazine featuring articles about Council business.</p> <p>Hamilton City Council City News - four page pull-out in Hamilton Press in the last week of each month.</p>	<p>13.6.3.2 Post at least 80 social media interactions a month.</p> <p>13.6.3.3 CRAC Committee working party review of online communication tools results in improvement of ALGIM ranking, from 68 of 74 in 2012, to within the top half of the rankings, in 2013/14, and ongoing</p> <p>13.6.3.4 Produce Our Christchurch newsletter quarterly.</p> <p>13.6.3.5 Place Our Christchurch news pages monthly in The Press, The Star and Mainland Press.</p> <p>13.6.3.6 Live stream two Council meetings per month, from in 2013/14.</p> <p>13.6.3.1 At least 65% of residents are satisfied that Council communications are timely, relevant and accurate</p>	<p>The Unit keeps residents informed about services and decisions through measures outlined in this Plan.</p> <p>The Communications Audit resulted in a number of recommendations for improved communication. The Communication Unit will be responsible for:</p> <ul style="list-style-type: none"> •Preparing a communication strategy based on the a new Council vision. •An engagement strategy to improve communication with residents and stakeholders. •Developing combined marketing and communications plans for activities and services. •Improving media response times by streamlining sign-off. <p>The Unit supports delivery of Democracy Services LOS 4.0.1 / 4.0.2 / 4.0.8 / 4.0.9 through:</p> <ul style="list-style-type: none"> •Plans to live stream Council meetings. Implementation cost range is \$44K to \$64K. Ongoing support cost range is \$64K to \$86K. •Publicise Council decisions on web, social media and media. •Introduction of actions in response to Communications Audit. •Greater interaction with the community through regular forums. •Improved communication of big picture issues and decision making through direct contact, media and online tools. 	

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
Internal Communications – ensure staff and elected members are informed about Council activities					
13.6.4 Develop and implement internal communications that are effective for staff and elected members	<p>The 2012 staff Engagement Survey shows 61% of staff believe the organisation uses effective systems for communications with staff. 2010/11: not surveyed 2009/10: 66% 2008/09: 59%</p> <p>These include:</p> <p>Monthly Chat publication one per month, 10 per year</p> <p>Daily intranet.</p> <p>All staff email. CEO's weekly note to staff.</p> <p>Snapshot to elected members</p> <p>Council Update-monthly update on projects to elected members.</p> <p>Project related briefs and memos identified as part of communications planning</p>	The internal communication systems used by council are consistent with those of other NZ local bodies.	<p>13.6.4.1 At least 65% of staff satisfied with internal communications (per Engagement Survey)</p> <p>13.6.4.2 Produce Chat publication -10 editions per year</p> <p>13.6.4.3 Post intranet updates - daily</p> <p>13.6.4.4 Send all staff email – at least one per week from CEO</p> <p>13.6.4.5 Send Council Snapshot to elected members – one per week</p> <p>13.6.4.6 Send Council Update (update on projects to elected members) – at least one per month</p>	<p>It is widely recognised that when an organisation focuses on its internal communication processes, the benefits include increased staff engagement and motivation at all levels within that organisation. Our own Engagement Survey shows communications within the business is a key aspect for employees to ensure they feel valued, informed and consulted.</p> <p>The Internal communication tools used by the Communications Unit rated highly in the council communications Audit June 2012.</p>	

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
Coordinate, plan and management communications to/from the media					
13.6.5 Provide media with information about Council	Issue media releases, prepare perspective articles, hold media briefings, respond to all media calls within 24 hours.	Media information systems used are consistent with other NZ local bodies.	Issue media releases, prepare perspective articles, hold media briefings, respond to 90% of media calls within 24 hours.	Christchurch media put high focus on Council. We are required to be open and transparent. We target the Council's media releasing, pitching stories at different levels of media.	
13.6.6 Ensure that all staff who are likely to represent the Council in the media receive training	2011/12 Six media training courses a year – 8 to 10 people each course.	Little information about internal providers of media training.	Run four media training courses per year	Staff who front the media should be well equipped to do so. Unit provides for \$50 a person to cover cost of television cameraman. A reduction in the LOS is proposed as there is no longer the high demand for the service – when introduced, no managers were trained. Training, beyond any demand for refreshers, is now limited to new managers and spokespeople. Six as a level of service was introduced at the beginning of the training process. Existing managers have now received training.	
13.6.7 Identify all issues that could impact on the Council's reputation.	2011/12 Communications plans developed around all major issues Weekly review of reputational issues. Daily media monitoring and monthly analysis	It is good business practice. council has a good business model.	13.6.7.1 Develop plans for all identified communication risks 13.6.7.2 Provide relevant stakeholders with advice and recommendations based on the plans	It is important that Council is aware of any issue that could impact on its reputation and takes appropriate action to manage these issues.	

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
Advise, plan, develop and implement communications plans					
13.6.8 Provide effective communications advice and implement communications plan as a shared service for the organisation.	2012 Staff Perceptions Survey Result shows 80% of staff were satisfied or very satisfied with corporate internal communications channels	Internal customers are satisfied or very satisfied with the advice and support they receive from the Communications Unit	At least 95% internal customers satisfied or very satisfied with the joint marketing / communication plans	The Communication Unit supports effective communications by advising business units on how to communicate effectively with the community. Our role is to provide information on Council projects and initiatives and to manage media relationships.	

Customer

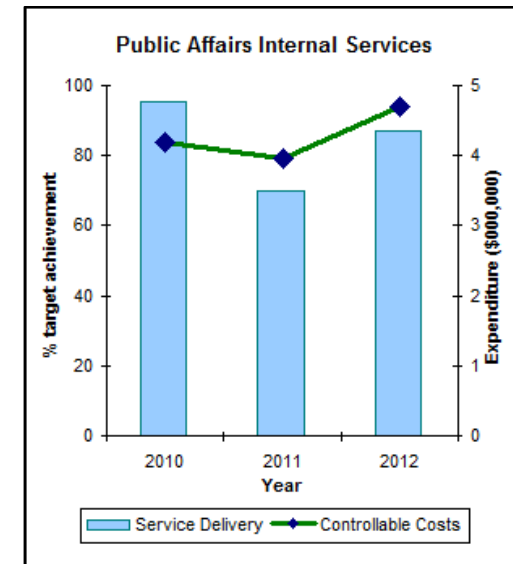
What business results must we deliver to our customers, to deliver on the outcomes?

No capital planned for Public Affairs Internal Service activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)
Name of Activity: 13.6 Public Affairs Internal Services				
		0/100	0/0/100/0	Ongoing
External Services provided by Internal Activities:				
Marketing	2,610			
Marketing strategy, advice, planning, production and delivery, CCC Brand				
Consultation				
Advice and support to ensure a planned and consistent approach to consultation across the organisation	420			
Communications				
External Communications – inform and engage the Christchurch community about Council, services, decisions and opportunities to participate.	297			
Internal Communications – ensure staff and elected members are informed about Council activities and decisions.	45			
Co-ordinate, plan and manage communication to/from all Media	2,059			
Activity Costs before Overheads	5,431			
Corporate Overhead	- 2,110			
Costs recovered by internal charges to the business unit requesting the service	- 3,321			
Depreciation	-			
Interest	-			
Total Activity Cost	-			
Rates Funding	-			
Capital Expenditure	-			



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

There are no assets associated with this activity.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 13.5: Legal Services

Accountable Manager: Chris Gilbert

What services are provided?

- Provide legal advice to elected members and management, and manage the engagement of external legal advice

Why do we provide these services?

To advise elected members and the organisation on legal issues related to governance, regulatory and other functions of Council. To provide legal and commercial advice to enable Council to conduct its business in a risk averse and prudent manner, in accordance with good practice and external standards. This is provided through two mechanisms. The first is in-house legal services, which are on-site and have strong organisational knowledge and an ongoing educational function. The second mechanism is the engagement of specialist external legal expertise.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Legal services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.</i>	
<p>Decisions are transparent and informed by timely, accurate and robust information and advice</p> <p>Statutory obligations are met by the Council</p>	<i>By providing and engaging external advice on legal issues related to Council business, elected members and managers receive prudent, timely legal advice that informs their decision-making, regulatory and business operations and ensures compliance with statutory requirements.</i>

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

Christchurch City Council and officers; external lawyers; planners; developers.

Key legislation:

- Local Government Act 2002; LGOIMA; Official Information Act; Elected Members Interests Act; Resource Management Act; Building Act;

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
Provide legal advice to elected members and management, and manage the engagement of external legal advice					
13.5.1 First response to internal customer requests	100% responded to: Routine - 24 hours Urgent - 1 hour		Requests for Service (RFS) responded to: Routine - 24 hours Urgent - 1 hour		
13.5.2 Completion rates	At least 95% per Audit of notes in LEX		Requests completed within negotiated time frame, with priority given to earthquake response: 95%		
13.5.3 Judicial review / appeals / claims unfavourable to the Council	No unfavourable claims		Nil (provided legal services staff recommendations have been followed)		
13.5.4 Percentage of internal customers satisfied with the service provided			80%		
13.5.5 Adapt service delivery to give priority to earthquake recovery projects	Legal advice provided Completed within timeframes		13.5.5.1 Provide solution-based legal advice 13.5.5.2 Requests completed within agreed timeframes		

Customer

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

No capital planned for Legal Services activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.5 Legal Services					
Legal Services	1,019	0/100		Ongoing	Funding is dependant on how the unit receiving the legal advice is funded.
External Services provided by Internal Activities:					
City Governance and Decision Making					
Provide legal advice to elected members and management, and manage the engagement of external legal advice	399				Corporate legal advice, to be changed to general overhead recovery in LTP.
Activity Costs before Overheads	1,418				
Corporate Overhead	-				
Depreciation	-				
Interest	-				
Total Activity Cost	1,418				
Funded By:					
Fees and Charges	-				
Grants and Subsidies	-				
Internal Recoveries	(1,418)				Costs are recovered by internal charges to the business unit
Total Operational Revenue	(1,418)				
Rates Funding	-				
Capital Expenditure	-				No significant purchases.
Renewals & Replacements	-				
Asset Improvements	-				
New Assets	-				

Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

No assets associated with this activity

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 13.14: Regulation and Democracy Services Customer and Business Support

Accountable Manager: Tracey Weston

What services are provided?

- Secretarial Support Services
- Administration Support Services
- Coordinate RDS group training
- Customer Liaison Services

(to Community Boards, Councillors, Democracy Services Unit, Legal Services Unit, teams within Inspections and Enforcement Unit and teams within Building Operations Unit and Resource Consent and Building Policy Unit)

Why do we provide these services?

- To support production of agendas, minutes and support the running of Council and Community Board meetings and produce the documentation of information pertaining to meetings within Council, both for elected members and internal management meetings.
- To have consistent application of administration processes and procedures across the various Units within RDS teams, by centralising the administrative functions, co-ordinating procurement, purchasing and provision of financial advice and payments of accounts for the teams. The monitoring of information provided to customers to ensure consistency is also a service the administration team provide.
- To co-ordinate and manage the training requirements across the various Units within the RDS teams, by centralising the Group training needs and delivering targeted in-house training programmes.
- To deliver the co-ordination of consistent liaison service for customers of the RDS Group Activities.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
RDS Customer and Business Support supports the delivery of Council activities and services to the community by the RDS Group, and thus contributes to the many community outcomes.	

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

Residential/Commercial building customers, Planning Consultants, General Manager, Unit Managers and teams of Regulation & Democracy Services Group, Elected members (Mayor, Councillors and Community Board members), Ratepayers.

Key legislation:

Local Government Act 2002, other Territorial Authority legislative requirements, Building Act, Resource Consent Act.

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
Secretarial Support Services					
13.14.1 Provide internal customers with Secretarial support to meet their business needs	2011/12 75 business hours per week between the hours of 7am to 10pm, Monday to Friday	No benchmarks available. Staffing levels are based on demand	Maintain up to 75 business hours per week between the hours of 7am to 10pm, Monday to Friday	Hours available for Secretarial Support are aligned with RDS service demands. Staffing levels are based on demand. Services are provided to the RDS Group. Includes management of P-Card and purchasing according to organisational guidelines and procedures.	
13.14.2 Provide secretarial support services that internal customers are satisfied with	2011/12 96.5% 2010/11 no survey 2009/10 100%	No benchmarks available	Maintain / provide / ensure internal satisfaction at least 95% ongoing	Provides measure of internal customer satisfaction based on survey.	
13.14.5 Administrative support for the production of Council and Community Board meeting agendas, reports, correspondence, in accordance with the agreed timeframes and standards	2011/12 At all times	No benchmarks available	Provide support to Council and Community Board meetings supported by Secretarial Support Officers according to Standard Operating Procedures (SOPs), at all times		

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
Administration Support Services					
13.14.3 Provide internal customers with Business and Administrative support to meet their business needs	2011/12 45 Business hours per week, 8am to 5pm, Monday to Friday	No benchmarks available	Maintain 45 business hours per week, 8am to 5pm, Monday to Friday	Hours available for business administration support are in line with RDS Group core hours.	
13.14.4 Ensure internal customers are satisfied with business and administration support services provided	2011/12 88.50% 2010/11 89% 2009/10 86.73%	No benchmarks available	Ensure internal customer satisfaction rating at least 95% ongoing	Provides measure of internal customer satisfaction based on survey.	

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
Coordinate RDS group training					
13.14.6 Co-ordinate the delivery of the RDS Training Programme	New 2011/12 98.3%	No benchmarks available	13.14.6.1 Create the Group training programme of work by 15 September annually 13.14.6.2 Deliver 90% of agreed programme by 30 June each year	Monitor programme delivery and budget expenditure.	
13.14.7 Deliver RDS in-house business process training (as agreed)	New	No benchmarks available	Deliver training at least 95% of the time in accordance with the agreed timeframes	Agreed targeted training is delivered as mandated by RDS Management Group.	
13.14.8 Ensure internal customers are satisfied with training service provided	2012/13 = Baseline year	No benchmarks available	Ensure internal customer satisfaction rating at least 95% ongoing	Course attendants surveyed after each training delivery.	

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
Customer Liaison Services					
13.14.9 Manage timely response to customer process and fee complaints, facilitating customer issues escalation service on behalf of the RDS Group	New Service	Benchmark to be determined 2012/13 year	<p>13.14.9.1 Provide customer response to Unit Managers within seven working days of receipt of enquiry</p> <p>13.14.9.2 Provide responses to urgent requests within timeframes negotiated with appropriate manager</p>	<p>Liaising with functional experts from within the group to attain an understanding of the issue, seeking a customer focused resolution and ensure the outcome is communicated to all parties.</p> <p>Undertaking investigations, compiling a findings report and composing a draft response to the customer on behalf of the Unit Managers for their approval.</p>	
13.14.10 Ensure RDS managers are satisfied with customer liaison service	2012/13 = Baseline year	No benchmarks available	Ensure internal customer satisfaction rating at least 95% ongoing	Managers will be surveyed at the resolution of each escalation via an online survey to gauge satisfaction levels with the customer liaison service provided.	

Customer

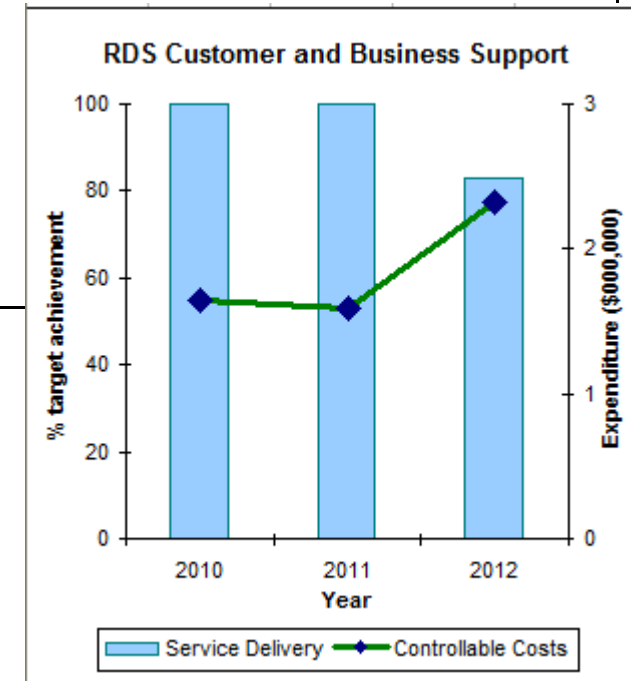
What business results must we deliver to our customers, to deliver on the outcomes?

No capital planned for RDS Customer and Business Support activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.14 Regulation and Democracy Services Customer and Business Support					
Secretarial Support Services	1,717	0/100	18/0/82/0	Ongoing	
Administration Support Services	904	0/100	90/0/10/0	Ongoing	
Training	-	0/100	0/0/100/0	Ongoing	Service newly defined, no separate budget in 2012/13
Customer Liaison Services	-	0/100	0/0/100/0	Ongoing	Service newly defined, no separate budget in 2012/13
Activity Costs before Overheads	2,621				
Corporate Overhead	-				
Depreciation	-				
Interest	-				
Total Activity Cost	2,621				
Funded By:					
Fees and Charges					
Grants and Subsidies					
Internal Recoveries	(2,621)		57% charged to rates funded services (\$1,498k), 43% charged to fee funded services (\$1,122k)		
Total Operational Revenue	(2,621)				
Rates Funding	-				
Capital Expenditure			No significant purchases		



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

No assets are managed through this activity.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 13.12: Asset and Network Planning

Accountable Manager: Terry Howes

What services are provided?

- Planning, advice, and programming the replacement and renewal of existing infrastructure
- Planning, advice, and programming the provision of future infrastructure
- Technical advice and input into Subdivision, District Plan and Area Plan Change Processes
- Coordination of the infrastructure capital programme

Why do we provide these services?

The groups of activity supported include; Water Supply; Wastewater Collection and Treatment; Refuse Minimisation and Disposal; Parks, Open Spaces and Waterways; Streets and Transport.

To support the implementation of CCC Strategies and Policies through the provision of professional and technical services to other units within City Environment and Capital Programme Group, as well as providing practical input to Strategy and Planning for strategy development. Community facilities are excluded.

To ensure that new infrastructure or the replacement / renewal of existing infrastructure is provided to support the levels of service identified in the LTP City's requirements:

- To ensure that delivery of City Environment services continue to be provided.
- That enables the city to grow and develop consistent with adopted Council Strategies

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Asset and network planning 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>In planning and programming new, replacement and renewed infrastructure to support water supply, wastewater collection and treatment, refuse minimisation and disposal, parks, open spaces and waterways, streets and transport services the Council manages the city's infrastructure assets for community use now and in the future.</i>

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

City Environment Operational Units, Capital Programme Group, Strategy and Planning Group, Corporate Services, Regulation and Democracy, Public Affairs Group, Councilors' and Community Board members, Christchurch residents.

Key legislation:

Resource Management Act 1995; Local Government Act 2002; Government Policy Statement on Transport; Drinking Water Standards; Reserves Act; Resource Consents; Transport Management Act; Canterbury Earthquake Recovery Act 2011 and plans; National and Regional Land Transport strategies and programmes.

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
Planning, advice, and programming the replacement and renewal of existing infrastructure					
13.12.1 Review and update Asset Management Plans	Asset Management Plans have historically been created and updated for the following activities: Water Supply; Waste Water collection and treatment; Transport; Parks; and Marine Structures	Refer to International Infrastructure Management Manual (IIMM) sections 2.2.3 and 2.5 Schedule 10 of the Local Government Act 2002 sets out the information that local authorities are required to include in their Long Term Plans. Much of this information will be informed by effective Asset Management, and may be best documented in Asset Management Plans. Local Authorities have to set out how they assess and manage the assets, implications on their services, how maintenance, renewals and replacement of assets will be carried out and paid for and how this influences its level of service	Asset Management Plans for all key activities are regularly updated: - 13.12.1.1 2013/14 Four Asset Management Plans are updated. 2014/15 Two Asset Management Plans are updated. 13.12.1.2 Asset Management Plan issues raised by external audit reviews, undertaken as part of the Long Term Plan process, are satisfactorily closed out.	Large investment decisions, with supporting budgets are made to renew and replace council assets. The rationale for this expenditure should be informed through robust analysis based on sound and relevant information. The existing Asset Management Plans need to be reviewed and updated to take account of the earthquake events and the projected rebuild of the city infrastructure. The key plans to be updated include: •Water Supply •Transport •Marine Structures •Waste water collection and treatment •Parks •Refuse Minimisation and Disposal •Water ways and Land Drainage Infrastructure managed in line with industry best practice aligned to the International Infrastructure Management Manual (IIMM)	

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
Planning, advice, and programming the provision of future infrastructure					
13.12.2 Manage and develop asset management systems	Council has been working towards the development of a consistent asset management system across all activities since 2008	IIMM suggests that robust data management systems should be in place to support asset management plans Ref 2.4	<p>13.12.2.1 An asset management system implementation plan is developed and agreed annually, by end of first quarter.</p> <p>13.12.2.2 The annual asset management system implementation plan is delivered to programme.</p> <p>13.12.2.3 No outstanding audit issues for asset management systems from internal and/or external audit.</p>	<p>Robust and informative asset management plans which are used to develop future expenditure should be based on accurate and timely information relating to the actual performance, condition, age and capacity of the infrastructure being managed. This will then allow sound investment decisions to be made. By developing consistent asset systems across the range of activities, comparisons and judgements can be made.</p> <p>Across the following activities:-</p> <ul style="list-style-type: none"> • Water Supply • Wastewater Collection and Treatment • Parks • Transport • Waterways and Land Drainage • Refuse Minimisation and Disposal • Marine Structures <p>The rebuild of the city's infrastructure as a consequence of the earthquake events has heightened the importance of the asset system to record and update Council's infrastructure databases.</p>	

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
Planning, advice, and programming the provision of future infrastructure (cont'd)					
13.12.3 Deliver Parks Management Plans	The prioritisation of Management Plans for Parks has not always been well understood and in some cases is undertaken on a response basis.		<p>13.12.3.1 A three year parks management plan schedule is reviewed / developed annually, by end of first quarter</p> <p>13.12.3.2 Parks Management Plans are completed to the agreed schedule.</p>	<p>For those parks created under the Reserves Act, Council is obliged to put in place Management Plans. In addition Council may wish to develop management plans for parks also established under the LGA.</p> <p>This includes: Neighbourhood Parks, Sports Parks, Regional Parks, Garden and Heritage Parks and Cemeteries.</p> <p>Unlike asset management plans, which are pitch at strategic level, these are operational parks management plans, on a park by park basis. These management plans will provide the basis for future investment, management and operational decisions that will inform future LTP reviews.</p>	

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
Technical Advice and input into Subdivision, District Plan and Area Plan Change Processes					
13.12.6 Deliver infrastructure Master Plans to support long term planning.	Infrastructure Master Plans are produced on a response basis.		<p>13.12.6.1 A three year schedule of Master Plans is reviewed / developed annually, by end of the first quarter.</p> <p>13.12.6.2 Master Plans are completed to the agreed schedule.</p>	Master Plans provide strategic direction and guidance to support and inform future investment, management and operational decisions for infrastructure.	
13.12.7 Deliver up to date and fit for purpose models that will support and inform infrastructure investment.	Models are used to support investment decisions and aid detailed design of infrastructure.	Major cities throughout the world utilise modeling as part of the information to plan and manage infrastructure assets	Models are maintained and updated for transport, waste water, water supply and stormwater activities to meet business requirements.	<p>Models are critical to support future investment in infrastructure and to support detailed design decisions.</p> <p>The models provide a mechanism to help understand how the different infrastructure networks are performing and what improvements are required to maintain levels of service and identify new infrastructure that is required to support growth.</p>	

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
Coordination of the infrastructure capital programme					
13.12.4 Preparation and delivery of initiation briefs for capital projects			2013/14 and 2014/15 At least 85% of initiation briefs to be prepared and issued to support capital programme delivery to the agreed timeframes documented in CPMS.	It is critical for the efficient growth of the city that infrastructure provision is well planned, to support the Community Outcomes. The timely completion of initiation briefs contributes to the successful delivery of the capital programme. * Calculated as the percentage of City Environment capital project initiation briefs handed over by agreed dates.	
13.12.5 Programme definition	2-year rolling programme (for 2013/14 and 2014/15) defined by 30 Sept 2012		At least 85% of 3 year rolling programme of renewals defined by 31 December 2014 (for LTP 2015-25)	It is important that the renewals programme provides clarity about where and when investment in infrastructure is planned. This helps to keep the local communities up to date and anticipate issues that may arise.	

Customer

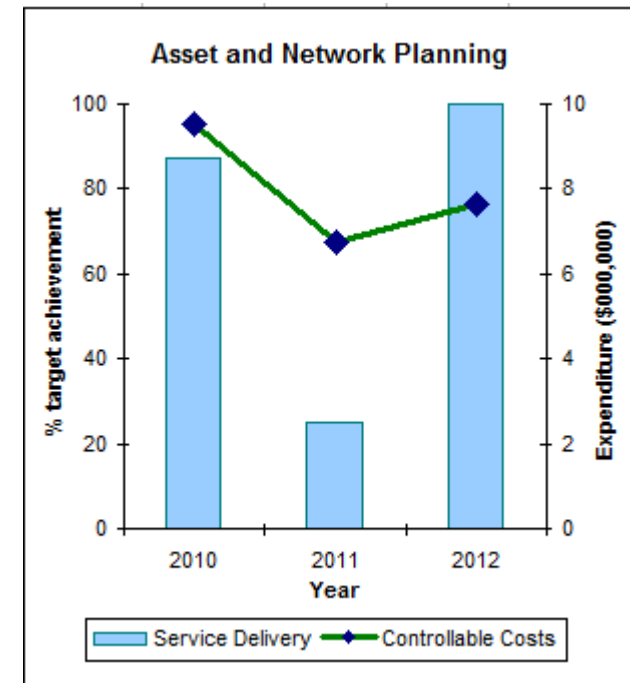
What business results must we deliver to our customers, to deliver on the outcomes?

No capital projects identified for Asset and Network Planning in 2012/13

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.12 Asset and Network Planning					
Planning, advice and programming the replacement and renewal of existing infrastructure	4,152	0/100	0/0/100/0	Ongoing	
Planning, advice and programming the provision of future infrastructure	8,803	0/100	0/0/100/0	Ongoing	
Technical Advice and input into Subdivision and Area Plan Change Processes	-	0/100	0/0/100/0	Ongoing	New. Budget from existing resources
Coordination of the infrastructure capital programme	315	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	13,270				
Corporate Overhead	(9,448)				
Depreciation	14				
Interest	-				
Total Activity Cost	3,836				
Funded By:					
Fees and Charges	(35)				
Grants and Subsidies	(3,801)				
Internal Recoveries	-				
Total Operational Revenue	(3,836)				
Rates Funding	-				
Capital Expenditure	-	No significant purchases.			
Renewals & Replacements	-				
Asset Improvements	-				
New Assets	-				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

Asset and Network Planning have a relatively small asset base consisting of small mobile data capture and environmental, hydrometric and water quality monitoring devices. These devices are utilised to collect detailed field data to inform and calibrate models or collect environmental performance information. The devices usually have a 10 to 15 year life with many having two to five year battery replacement schedules.

The earthquake events have not directly impacted on the assets used by Asset and Network planning however because of the damage caused to the City's infrastructure by the earthquake events there is a greater need to review and re construct models to support future investment decisions which may require additional equipment in the short to medium term. It is envisaged that this increased need will be sourced from suitable suppliers on short to medium term hire Agreements

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements Data capture and environmental monitoring devices.	There are no renewals and replacements required that are linked to the levels of service required for this activity. The equipment is largely small mobile data capture and environmental, hydrometric and water quality monitoring devices. Assessed need to be replaced every 10 to 15 years. Battery replacements normally on a two to five year cycles		\$50	

Activity 13.13: City Environment Business Administration and Business Improvement

Accountable Manager: Sarah Numan

What services are provided?

- General and technical administration support (for City Environment Group)
- Business improvement, analysis and review and process documentation (for City Environment Group)

Why do we provide these services?

Business support – as a shared service supports the City Environment Group in the delivery of the Long Term Plan (LTP) and the Christchurch City Council vision and goals. Ensuring consistent, effective and efficient general and technical administration support.

City Environment provide the core infrastructure activities for council, that have varied technical requirements. As such the group requires focused and consistent business improvement initiatives to ensure group services are delivered in the most efficient and effective manner and to reinforce an ongoing culture of continuous improvement.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>City Environment Business Support supports the delivery of Council activities and services to the community by the City Environment Group, and thus contributes to many community outcomes.</i>	

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

City Environment group; CCC organisation; Rate payers; vendors/suppliers; the wider community.

Key legislation:

- Local Government Act 2002; other Territorial Authority legislative requirements

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
General and technical administration support					
13.13.1 Deliver effective and efficient general and technical administration support	2011/12 97% 2010/11 98% 2009/10 96.8%	None available	13.13.1.1 At least 297 hours of staff resource time provided per week 13.13.1.2 At least 95% of monthly administration tasks completed	Service level agreement detailing service and delivery timeframes agreed with customer group annually. Achievement of LOS confirmed by measurement of 10% of workload. All tasks measured through out financial year.	
13.13.2 Customers are satisfied with service given	2011/12 100% 2010/11 not surveyed 2009/10 92.9%		At least 90% ongoing	Point of contact survey	
13.13.5 Monthly quality review checks of administration tasks completed, as per annual calendar	2011/12 99%		At least 95% quality level achieved	Quality reviews look to see that the tasks meet agreed standards.	

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
Business improvement, analysis and review and process documentation					
13.13.3 Create and maintain documented processes and procedures	2011/12 not measured 2010/11 95% 2009/10 100%	No Benchmark available	At least 95% of agreed processes are created or maintained annually	Efficient, effective, consistent and cost effective, processes are developed, documented and reviewed to support the effective delivery of all City Environment group processes.	
13.13.4 Manage Business Improvement projects across City Environment Group/Council	2011/12 % not known, 2 projects incomplete 2010/11 70% 2009/10 100%		100% of agreed project deliverables are completed annually	Efficient, effective and proactive management of the delivery of agreed projects, as negotiated with Customers and Stakeholders. Ensuring an outcome of consistent and cost effective processes and systems to support the effective delivery of City Environment group services. Identifying best practice approaches.	

Customer

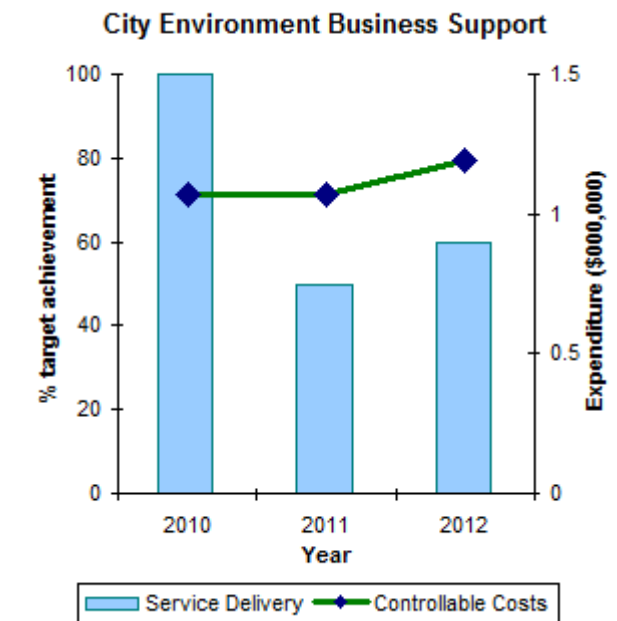
What business results must we deliver to our customers, to deliver on the outcomes?

No capital planned for City Environment Business Support activity

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 13.13 City Environment Business Support					
General and technical administration support (for City Environment Group)	1,116	0/100	0/0/100/0	Ongoing	
Business process documentation, review, analysis and improvement (for City Environment Group)	197	0/100	0/0/100/0	Ongoing	
Activity Costs before Overheads	1,313				
Corporate Overhead	(1,313)				
Depreciation	-				
Interest	-				
Total Activity Cost	-				
Funded By:					
Fees and Charges					
Grants and Subsidies					
Internal Recoveries					
Total Operational Revenue	-				
Rates Funding	-				
Capital Expenditure	-	No significant purchases.			
Renewals & Replacements	-				
Asset Improvements	-				
New Assets	-				



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

There are no assets associated with this activity.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet these levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
Renewals and replacements	There are no renewals and replacements required that are linked to the levels of service required for this activity		\$0	

Activity 10.3: Parking

The Parking activity management plan has been delayed in coming to the LTP Committee, awaiting the release of the "*An Accessible City*" chapter of the Christchurch Central Recovery Plan by CCDU. The draft chapter was released on 15 November 2012 for public comment. The final version of the chapter is not expected to be released until at least March 2013.

Alignment between this activity, the "*An Accessible City*" chapter and the newly adopted Christchurch Transport Strategic Plan is important.

There is still more work to do in aligning councils parking objectives with the high level principles contained in both the draft "*An Accessible City*" chapter and the CTSP, and it is expected this will be completed for the Annual Plan 2014/15.

In the interim briefings and workshops will be held to discuss the issues with councillors.

Activity 10.3: Parking

Accountable Manager: Sally Davis (acting)

What services are provided?

- On-street parking
- Off-street parking (Council operating car parks)

(Enforcement is provided through the *Licencing and Enforcement* activity)

Why do we provide these services?

Providing safe, accessible parking supports the economic vitality of the city and the community's aspirations for its development by providing for an appropriate mix of transport options, and traffic flow solutions.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<ul style="list-style-type: none"> There is a range of travel options that meet the needs of the community 	<p><i>Providing parking facilities contribute to the options people have for accessing the places, people and activities they want and need to reach.</i></p>
<ul style="list-style-type: none"> The transport system provides people with access to economic, social and cultural activities 	<p><i>Providing parking facilities enables people to access goods and services, work and leisure activities</i></p>
<ul style="list-style-type: none"> The central city is used by a wide range of people and for an increasing range of activities 	<p><i>Providing parking facilities encourages people into the central city</i></p>
<ul style="list-style-type: none"> Christchurch's infrastructure supports sustainable economic growth 	<p><i>Providing parking facilities enables people to access goods and services and places of employment, thus contributing to economic activity in the city</i></p>

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

Customers include motorists and other road users, commercial businesses, and retail and business associations.

Key legislation and Council Strategies:

Local Government Act, Regional Land Transport Strategy, Greater Christchurch Transport Statement, Christchurch Transport Plan, Christchurch City Plan, Safer Journeys Strategy, NZ Transport Strategy 2008, CER Act 2011.

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
On-street parking					
10.3.1 Metered on-street parking spaces provided	850 metered parking spaces		2013/14 Maintain a minimum of 850 metered parking spaces		
10.3.2 Metered on-street parking spaces usage	> = 500,000 parking events p.a.		2013/14 At least 500,000 parking events		
10.3.3 Customer Satisfaction with ease of use of meters	97%		2013/14 Maintain 97%		

Customer

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

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Off-street Council Operating Parking Facilities					
10.3.4 Off-street, short term parking usage	348 off-street short term parking spaces		2013/14 Maintain a minimum of 348 spaces <i>Present breakdown below:</i> <i>Hospital site = 127</i> <i>Rolleston Avenue = 84</i> <i>Re-Start = 137</i>	Interim off-street parking is provided as pay and display.	

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
On-Street Parking					
10.3.8 Operational performance of on-street parking meters	98% of installed meters	98% (Auckland City Council)	2013/14 98% operating citywide	Monitors contract performance	
10.3.9 Response to reports of faulty on-street parking meters	95% within 2hrs	Within 2hrs (Auckland City Council)	2013/14 Respond to 95% of meter faults within 2hrs of report.	Monitors contract performance	
10.3.10 Metered on-street parking revenue performance	\$1,600 / metered space per annum		2013/14 Maintain: \$1,600 / metered space per annum	Measures performance of metered on-street parking spaces.	

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
Off-street Council Operating Parking Facilities					
10.3.11 Off street parking revenue performance	\$1,500 / space per year		2013/14 Maintain: \$1,500 / space per year	Measures performance of off-street parking facilities.	

Customer

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

			'000s
Parking	1 - Renewals	FA RR Off Street Parking	300
		FA RR On Street Parking	60
	4 - Rebuild	Lichfield Street Carpark Repairs	650
		Manchester Street Carpark Repairs	500

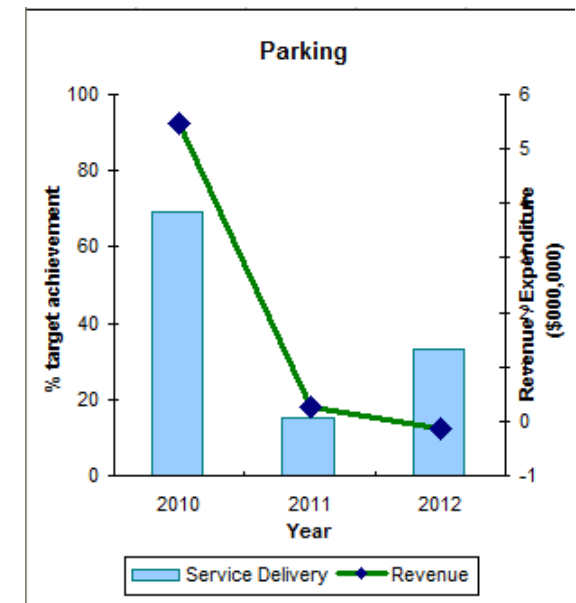
Note: This capital programme view is provided to inform readers of the Activity Management Plan about the nature of the capital programme associated with this Activity. It has been sourced from the final Annual Plan 2012/13 and does not reflect any changes that may be necessary to implement the Activity Management Plan under review. A prioritised capital programme for the full LTP review period will be presented to Council later in the LTP review process to reflect any agreed Activity Management Plans changes along with any reprioritisation resulting from rebuild and recovery plans.

Financial Accountability

To achieve our business results, how must we manage our financial resources?

Operational Budget (Excl. earthquake related operational costs)	2012/2013 Plan (000)'s	Benefit Direct/General Allocation %	Funding Fees/ Subsidies/ Rates/Targeted Rates %	Period of Benefit (years)	Comments
Name of Activity: 10.3 Parking					Revenue is from casual parking fees - \$2m from On-Street, \$750k from Off-Street (Rolleston, Art Gallery, and Hospital - the later two assumed to be re-opened by July 2012).
Off-Street Vehicle Parking	2,077	95/05	73/0/27/0	Ongoing	
On-Street Vehicle Parking	444				
Asset Management & Planning service level agreement charges (A&NP)	-				Off-Street operational costs include insurance and rates for Lichfield and Manchester buildings that are non-operating but still owned, and include operational costs for Hospital and Art Gallery parking facilities (assumed to re-open by July 2012) - these include internal (Art Gallery) and external (Hospital) property rentals.
Activity Costs before Overheads	2,521				
Corporate Overhead	222				
Depreciation	905				
Interest	130				
Total Activity Cost	3,778				
Funded By:					
Fees and Charges	2,750	73%			
Grants and Subsidies	-	0%			
Total Operational Revenue	2,750				
Rates Funding	1,028	27%			
Capital Expenditure	360				
Renewals & Replacements	360				
Asset Improvements	-				
New Assets	-				

Revenue from parking fines is collected in the Enforcement and Inspection activity.



Internal Process

To achieve our business results, what key processes must we excel at?

What is Council's strategy for assets to support these levels of service?

Pre-earthquake the CCC was responsible for approximately 2400 on-street parking spaces, 396 metro parking meters and 12 off-street parking facilities providing some 2700 parking spaces.

Parking assets such as parking buildings have been severely disrupted by the earthquakes. Eight inner-city car parking buildings previously managed by CCC are closed with earthquake damage. A decision has been taken to repair and strengthen two of these, the Lichfield Street and Manchester Street buildings as well as the Art Gallery car park (see CAG Activity Management Plan). A provisional timeline for returning these to service is anticipated to be by the end of the 2013 / 14 financial year (subject to detailed project planning & CERA – CDU involvement / phasing). The future of the other five buildings is not yet known.

The CBD red zone and the movement of the majority of commercial activity away from the CBD has reduced parking demand. Vacant sites following building demolition have allowed the creation of a large amount of ground level parking, some on land owned by CCC. The up-take of building construction is anticipated to be spread over the next 5 to 10 years and beyond resulting in only a gradual reduction in the supply of low cost central city off street parking (on vacant sites). This supply may also be augmented by the location and development of major community facilities within the CBD, where off peak capacity may be available for general parking needs at these facilities. Until a firm decision is made on the location, design and timeline for delivery of these new community facilities and other significant commercial buildings it is premature to finalise a network strategy for Council's CBD parking facilities. The detailed project planning by CERA's CCDU will help inform the network strategy.

Renewal and improvement budgets have been reduced in order to fund the council's share of the rebuild costs. The budget for 2012/13 is not representative of budget levels pre-earthquake or the levels to which the budget will have to return following repair and strengthening works. The Facilities Rebuild Project will need to address the renewal needs planned for the next ten years, including a significant backlog of renewals from 2010, 2011 and 2012. An allowance has been made for renewals at the two buildings being returned to service based on the pre earthquake renewals profile. This will need to be reviewed as the actual earthquake repairs and structural upgrades progress to detailed design. In some cases savings may be achieved where insurance proceeds are secured.

Growth

- The Christchurch Transport Plan (CTP) and the CCDU are expected to set the direction for inner city parking provision.

Betterment/Aspirational

- The Facilities Rebuild Project will need to address betterment needs planned for parking facilities returned to service over the next ten years. This includes earthquake strengthening, compliance issues (such as disabled access etc) and the opportunity for resolving historic design issues at the same time as addressing earthquake repairs / structural upgrades. These betterment works have not been fully scoped or priced and accordingly figures at this stage are provisional.

Legislative

- LGA, Land Transport Management Act, Government Policy Statement on Transport, Building Act etc.

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet the levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>On-Street Parking</u></p> <p>Renewals and replacements of on-street parking facilities is carried out to ensure delivery of the following levels of service: 10.3.1, 10.3.8, 10.3.10</p> <p>Timing of Renewals is dependent on:- Assessment of condition, safety, etc, cost effectiveness / whole of life costs, environmental impacts</p> <p>All parking meters were replaced in August 2006 therefore current costs are low compared to depreciation</p> <p>Enforcement is not included in this activity.</p>	<p><u>Current Asset statistics (July 2010)</u></p> <p>Pay and display meters 396 for 2,500 metered parking spaces</p> <p>See note 10.3.1 above re number of spaces</p> <p>ORC \$4,736,278 Depreciation \$473,627 Signs and marking for on-street parking are included under Road Network activity.</p> <p>The renewal and replacement schedule is: Parking Signs - every 10 - 15 years Parking meters - every 10 years Markings – assessed on a 9 month cycle</p>	<p>(Benchmark: NZ Infrastructure Asset Valuation and Depreciation Guidelines page 5.5, 5.6)</p> <p>Parking Signs - 10-15 years Parking meters - 10-20 years</p>	<p>\$11</p>	

Internal Process

To achieve our business results, what key processes must we excel at?

How will assets be managed to meet the levels of service?

What will be done with these assets?	Current Standards	Benchmarks	Current cost \$000's (12/13 Annual Plan)	LTP Committee Direction
<p><u>Off-Street Parking</u></p> <p>Provide off street parking spaces via a network of sites & buildings, providing a safe, accessible & secure physical environment for customers & staff (links to 10.3.4 & 10.3.11)</p> <p>Economic Life of Buildings (total replacement)</p> <p>Key reactive maintenance KPIs Urgent response time Non-urgent response time</p> <p>Planned maintenance activities</p> <p>Compliance, safety & security inspections Scheduled maintenance programs Exterior Repainting Cycle Interior Redecoration Cycle</p> <p>Renewal & Replacement tasks Roof Replacement Window & Door Joinery Sanitary services & site drainage Mechanical & Electrical (e.g. HVAC/Lifts etc) Asphalt & Landscaping refurbishment Vinyl & Carpet replacements Bathroom % Kitchen Remodels</p> <p>Car park surfaces & markings Parking Signs Lighting equipment Parking control equipment (including security)</p>	<p><u>Current Asset statistics</u></p> <p>Parking Spaces – 3,159 (960 permanent, 2,199 casual)</p> <p>Current spaces – 347 (May 2012)</p> <p>ORC \$81,503,980 Depreciation \$780,698</p> <p>- Approx 50 to 100 years</p> <p>- within 4 hrs - within 10 days</p> <p>SAP/PM - Maintenance Plans scheduled Health & Safety / Asset Protection</p> <p>Annual / Monthly / Weekly / Daily Annual / Monthly / Weekly / Daily Timber 7 years / Block 10 years 9 – 11 years</p> <p>40 to 50 Years 40 to 50 Years 40 to 50 Years</p> <p>25 to 30 Years</p> <p>25 to 30 Years 10 to 15 Years 20 to 30 Years</p> <p>2 years 10 to 15 years 7 years 8 years</p>	<p>(Benchmark: NZ Infrastructure Asset Valuation and Depreciation Guidelines page 5.5, 5.6, 5.46) Historic Asset Values (2009 portfolio)</p> <p>Varies considerably as a results of no-asset business drivers</p> <p>Asset Life Cycles based on:</p> <ul style="list-style-type: none"> • Compliance • Industry standards (Rawlinson's & manufacturer statements) • NAMS Property Manual 2006 (Sec 7.8) • Historical performance of CCC's property portfolio • Customer feed-back • Formal condition assessments / remaining life assessments (generally closer to the end of the anticipated cycle) • Monitoring reactive maintenance events in relation to damage / cause • Cost : Benefit analysis <p>Assessed on 9 month cycle</p> <p>Assessed every 5 years</p>	<p>\$1,312</p>	