

# Measuring Council's Performance

Waimate 2020

This section outlines the methods to be used by the Waimate District Council to provide suitable measures of its performance that are relevant to the Community and readily understandable.

## Judging the Performance of the Council

Ratepayers and residents need to know that the Council is performing well in achieving the outcomes the community wants and doing so in a cost-effective and efficient manner.

Every year, therefore, the Council publishes information in its Annual Report which is intended to help the Community to see how well the Council is actually doing.

This report is usually published in November of each year covering the previous period from July 1st to June 30th which represents the Council's financial year and includes financial reports as well as the performance indicators.

## What the Indicators are Intended to Show

The indicators are intended to show whether the Council is doing its part in reaching the Community's objectives and outcomes as they are recorded in the Long-term Council Community Plan, (LTCCP). At the same time, citizens want to know that the progress is being made in a way that is cost-efficient and that a realistic timetable is being met.

To show this in an understandable manner, the council has adopted three sets of measures that will provide a full picture when put together.

## What do other Councils Do?

All Councils are required to measure their performance by the Local Government Act, 2002, but a common approach has not yet been developed and it may be that there will always be varied approaches taken by different types of Councils.

The Waimate District Council has developed its own approach and discussed its intentions with Audit New Zealand to obtain their input and agreement that it is a valid methodology.

However, this current approach may change in future years as more experience is gained within the Council and from other local bodies as they seek to meet the Act's requirements.

## Waimate's Approach

There are three sets of measurements that are being used.

### Activity Service Levels

Volume 3 of the LTCCP describes the tasks that the Council performs in terms of Activities, each Activity representing a service or set of similar services that the Council performs to meet needs of the Community.

Each Activity has a set of Service Levels defined for it that represent the expectations of the Community as to what the Council should be delivering in terms of standards, opening hours, quantities, maintenance cycles and so on as is relevant to the Activity.

Because they represent the expected level of service, it is straightforward in most cases, to record whether they have been achieved 100% of the time or whether a failure has occurred.

For example, the Swimming Pool has identified opening hours and a defined season. It is either open those hours or it is not. If it is indeed closed at any of these times, the reporting will identify those times and why the closure occurred. Of course, there may be very good reasons for periodic closures but it is important that the causes be readily visible and for sound reasons.

## How we will report

Each activity has specific aspects that will be measured and included in the annual reporting.

These have been selected to summarise the service levels and their associated Council tasks in the way that matches the overall expectations of District residents and ratepayers. These are as follows for each Activity as described in Volume 3 of this LTCCP.

# Waimate 2020

| Activity as per Volume 3      | Performance measures to be reported  |
|-------------------------------|--|
| Community Safety              | Comparative figures on crime and road safety received from the lead agencies   |
| Community Support             | Levels of financial and support 'in kind' to community organisations<br><br>Comparison between requests for assistance and assistance provided   |
| Community Property Management | Changes in value to ratepayers, relative to inflation, across the combined: <ul style="list-style-type: none"> <li>• Current market value of the portfolio of Investment Properties</li> <li>• Realised funds from disposal</li> <li>• Cost of acquisitions</li> <li>• Income from leases and rentals</li> </ul> |
| Civil Defence                 | Coverage of essential functions through trained staff and external volunteer agencies<br><br>Whether all plans and procedures are current<br><br>Coverage of essential response hardware, resources and facilities   |
| Rural Fire Protection         | Annual reports on operations<br><br>Details of Council support costs and other resources such as staff time  |
| Formal Gardens                | Level of complaints<br><br>Level of public support and complementary commentary  |

|                               |   |
|-------------------------------|---|
| Tree Park                     | Level of complaints<br><br>Level of public support and complementary commentary   |
| Camping                       | Level of complaints<br><br>Level of public support and complementary commentary<br><br>Patronage figures and revenue data   |
| Sport and Recreation Spaces   | Comparison with the Sport and Recreation plan in terms of: <ul style="list-style-type: none"> <li>• Provision of facilities</li> <li>• Maintenance of facilities</li> </ul> Usage, where practical to measure (swimming pool and stadium) |
| Swimming Pools                | Whether opening times met expectations<br><br>Whether water quality expectations were met<br><br>Attendance comparisons   |
| Libraries                     | Whether opening times met expectations<br><br>Attendance comparisons<br><br>Level of complaints<br><br>Comparison to LIANZA Standards   |
| Visually Attractive Roadsides | Level of Complaints<br><br>Consistency with set standards   |

# Waimate 2020

|                        |  |
|------------------------|--|
| Wilderness Reserves    | Existence of adequate records<br>Plan in place for development and maintenance<br>Progress against plan  |
| Our District's History | Whether opening times met expectations<br>Archival Records processed   |
| Cemeteries             | Level of complaints<br>Level of public support and complementary commentary<br>Usage records   |
| Rural Water Supplies   | Key requirements are set as regular, safe, fit for purpose water supply<br>Reporting will focus on any exceptions such as <ul style="list-style-type: none"> <li>• Breakdowns in supply</li> <li>• Repair times in excess of agreed maximums</li> <li>• Any events or issues affecting water safety (to health)</li> <li>• Any events which include significant contamination</li> </ul> Numbers of Requests for new supplies and actions taken<br>Level of conformity to National Standards |

|                                    |   |
|------------------------------------|---|
| Urban Water Supply                 | Key requirements are set as regular, safe, fit for purpose water supply<br>Reporting will focus on any exceptions such as: <ul style="list-style-type: none"> <li>• Breakdowns in supply</li> <li>• Repair times in excess of agreed maximums</li> <li>• Any events or issues affecting water safety (to health)</li> <li>• Any events include significant contamination</li> </ul> Numbers of Requests for new supplies and actions taken<br>Level of conformity to National Standards |
| Sewerage and Waste Water Treatment | Service levels are based around a constant service therefore exceptions are the relevant measures<br>Reporting will focus on any exceptions such as: <ul style="list-style-type: none"> <li>• Breakdowns in services</li> <li>• Repair times in excess of agreed maximums</li> </ul> Successful Compliance with consents to be reported or breaches<br>Numbers of Requests for new service connections and actions taken  |

# Waimate 2020

|                   |  |
|-------------------|--|
| Stormwater        | <p>Service levels are based around a constant service therefore exceptions are the relevant measures</p> <p>Reporting will focus on any exceptions such as:</p> <ul style="list-style-type: none"> <li>• Breakdowns in services</li> <li>• Repair times in excess of agreed maximums</li> </ul> <p>Successful Compliance with consents to be reported or breaches</p> <p>Numbers of Requests for new service connections and actions taken</p> |
| Waste Management  | <p>Level of complaints with regard to collections</p> <p>Monthly statistics for waste totals by weight</p> <p>Returns from recyclables</p>   |
| Waimate Aerodrome | Level of Ratepayer subsidy of the activity, if any   |
| Roading           | <p>Road Safety statistics for the District</p> <p>Level of complaints related to fitness of the specific uses</p>  |
| Building Control  | <p>Consent totals processed</p> <p>Exceptions to statutory deadlines for processing</p> <p>Monitoring results</p>  |
| District Planning | <p>Consent totals processed</p> <p>Exceptions to statutory deadlines for processing</p> <p>Monitoring results</p>  |

|                                     |  |
|-------------------------------------|--|
| Environmental Health                | <p>License totals processed</p> <p>Exceptions to statutory deadlines for processing</p> <p>Statistics for statutory notifications</p>                                    |
| Animal Control                      | <p>Events concerning Animals processed</p> <p>Dog registration statistics</p>  |
| Liquor and Gaming Machine Licensing | <p>License totals processed</p> <p>Exceptions to statutory deadlines for processing</p>  |
| Pest Management – Plants            | Number of complaints processed   |
| Forestry                            | <p>Performance against long term plan where relevant</p> <p>Unusual damage to assets</p> <p>Log price statistics</p>   |
| Economic Development                | Report on applications and decisions published   |
| Community Representation            | <p>Confirmation of successful completion in election periods</p> <p>Community voting statistics</p> <p>Level of complaints</p> <p>Breaches of legislative compliance</p> |

|                                 |   |
|---------------------------------|---|
| CEO's Strategic Planning Team   | <p>Successful attainment of unqualified LTCCP/Annual Plan audit</p> <p>Compliance deadlines met (such as LTCCP submissions)</p> <p>Status of core Strategic planning documents, Policies and By-Laws</p>  |
| Corporate Services Support Team | <p>As a support function, the reporting will consist of exceptions to an expected level of performance. That is, were there cases where:</p> <ul style="list-style-type: none"> <li>• Payroll is not paid on time</li> <li>• Debtors are not paid in the accepted timeframe</li> <li>• Creditors exist beyond the accepted timeframe</li> <li>• Any other support function failed to meet expectations</li> </ul> <p>Successful attainment of unqualified annual audit</p> <p>Compliance deadlines met (such as rates resolution and annual report)</p> |
| Information Management          | <p>As a support function, information management is expected to meet the needs at all relevant times and to protect information integrity. Hence, reporting will be limited to any breaches of this support.</p>  |

## Projects and Tasks

Volume 2 of the LTCCP outlines the overall plan for the District's future as the Community and the Council see it and including the roles the Council has to play in achieving the identified strategic objectives and the Community outcomes.

The relationships between Vision, Outcomes, Strategic Objectives and the Council's Projects and Tasks, are described at the beginning of Volume 2. It shows that the Council will carry out its part in achieving Community outcomes if it carries out its Projects and Tasks in line with the timeframes the Community is anticipating.

Accordingly, the second set of measurements is based on the progress or otherwise of the Council in completing new Projects and in carrying out its regular Tasks to the Community's satisfaction.

These measurements, therefore, show whether the Council is doing its part in achieving Community Outcomes or falling behind.

### Example of Reporting

The following example uses the Strategic Objective that is found on Pages 108 and 109 of Volume 2 as a good example of how the process is applied to each Outcome and Strategic Objective.

**OUTCOME**  
**The District has top-quality services at an affordable cost**

This is the Outcome in this example, that we wish to measure any progress towards.

**STRATEGIC OBJECTIVE**  
**There is a high quality roading infrastructure that meets the core needs of agriculture, business and commerce**

This is one of the Strategic Objectives that we need to reach to realise the Outcome, in the view of the Community and the Council. Progress towards this Objective is, by definition, progress towards the Outcome.

Progress is made by the Council or others, completing Projects, although some Projects may be designed to ensure that progress to date is not lost. These projects are aimed at sustaining the current status, possibly reducing the necessary costs required to maintain.

# Waimate 2020

## PROJECTS

**Produce and maintain an advanced Asset Management Plan for roading**

**Review the Council's Roading Strategy every year**

**Prepare a Road Safety Management Plan in association with other relevant agencies**

**Develop by-laws and policies covering private activities on the Road Reserve**

These four Projects support this Strategic Objective and any progress on, or completion of these during a year will be reported in the performance assessment in the Annual Report for that year. This constitutes the method of recognising the progress towards the Outcome.

Also, any change of status or proposed timing will be reported as these will impact the expectations of the Community.

## TASKS

**Use information from Police about motor vehicle accidents to assist road safety management**

**Undertake bridge structural inspections every three years to ensure safety**

**Maintain the road assessment and maintenance management system**

**Pursue an active programme of minor safety works**

These four tasks support this Strategic Objective and represent the continuing actions that the Council performs to maintain the current status of the Objective.

As a result, if the Council fails to carry out the task, it will also be reported as a possible slippage in progress towards the Outcome.

To summarise, the overall report for a specific year will therefore, report any progress on projects and any failures in tasks for each affected Strategic Objective and show the Outcome

affected by those changes.

## Cost Effectiveness

The third part of the measurements attempts to address the question of how efficiently and cost-effectively the Council is at providing all its services.

This is much more difficult to measure as it is not possible to look at indicators that provide black or white results unlike the two other sets of measurements described above.

These will continue to develop with more experience but some of the following will be used initially, to provide some basic comparisons with other Councils or over time that provide some of the picture.

Measurements will include:

- Comparative levels of Rates with other similar Councils
- Changes in Rates over previous years compared with other Councils
- Comparative costs for specific services where Waimate uses its own resources against experience with Contractors in other Councils
- Staff levels

## Summary

To summarise, the three-pronged approach described above should show the Council's overall performance against the Community's expectations which are:

The Council will carry out its roles in advancing the Outcomes that the Community wants

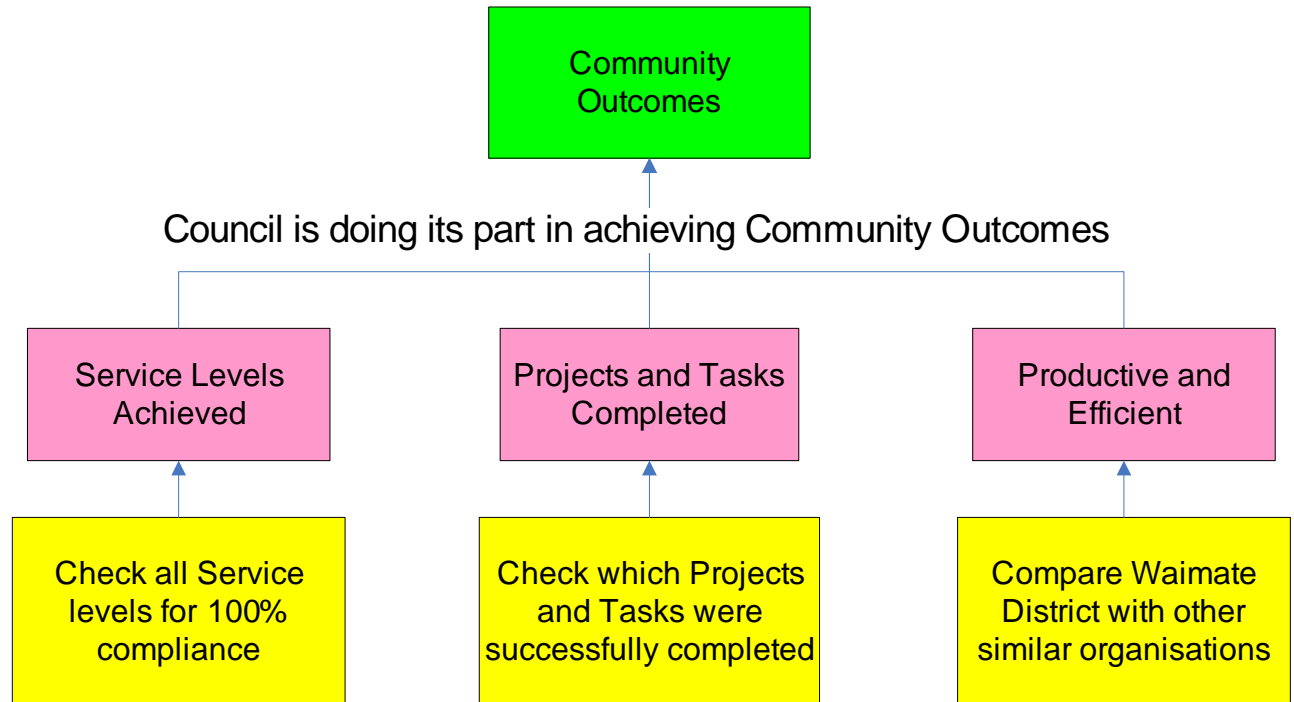
The Council will provide all its services to meet standards that have been agreed with the community

The Council will run its operations in a cost-effective and efficient manner

## Performance Monitoring

A three-pronged approach is used by Waimate District Council to help citizens judge whether the Council is doing a good job or not.

Results are published in the Council's Annual Report published every November



**The Council will carry out its roles in advancing the Outcomes that the Community wants**

**The Council will provide all its services to meet standards that have been agreed with the community**

**The Council will run its operations in a cost-effective and efficient manner**