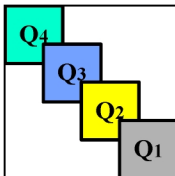


259552 Redacted
MEMORANDUM



TO: [Redacted] s 7(2)(f)(ii) - Protection of public officials

FROM: [Redacted] s 7(2)(f)(ii) - Protection of public officials

SUBJECT: STATUS REPORT/ LIST OF TASKS

DATE: 20 April 1998

In Reply Please Quote: 3880 - 1

[Redacted] s 7(2)(a) - Privacy

Over recent weeks I have informed you of my concern that the workload I have experienced, after taking over the responsibilities of both the [Redacted] s 7(2)(f)(ii) - Protection of public officials and [Redacted] s 7(2)(f)(ii) - Protection of public officials is so high as to preclude me from attending to all of the tasks that I have identified as needing attention. Like the [Redacted] s 7(2)(f)(ii) - Protection of public officials before me, I am finding it essential to work late nights and part of most weekends to maintain acceptable levels of customer service, keep the staff reporting to me motivated and productive, maintain the paperflow to and from other departments and meet internal deadlines. I am particularly concerned that there is insufficient time available to attend to the strategic tasks which require uninterrupted thought and significant allocations of time.

You requested on Friday that I provide information on the tasks that I have identified as needing attention but for which I am concerned that I have as yet been unable to allocate time. These are listed below:

PARKING ENFORCEMENT

This division is under-resourced both on the streets and in the office. The area suffers from computer systems failures. Administration systems require audit and re-engineering to achieve greater operational efficiency. Historically the division has suffered from morale and H.R. problems which [Redacted] s 7(2)(f)(ii) - Protection of public officials has struggled to grapple with. The [Redacted] s 7(2)(f)(ii) - Protection of public officials is under considerable work-stress partly due to lack of training in the supervision of people. Cash handling procedures are loose and the capacity of the physical machinery is well below that achievable from more modern technology. There are some risk management issues here.

The staff experience competing priorities as they seek to meet the diverse and conflicting demands of retailers, Councillors and other Council divisions. No clear objectives have been agreed for parking enforcement. Communication between policy/regulatory staff and enforcement staff is poor.

ANIMAL CONTROL

The resources of this division appear to be effectively utilised. There are some ongoing H.R. issues which deserve more management focus than I am currently able to provide because of time constraints. The pros and cons of outsourcing this activity are worthy of closer examination. I am currently reviewing the adequacy of the current pound site and am maintaining contact with an adjacent land owner who would like to purchase the site and has offered to meet relocation expenses.

I anticipate that the increasing publicity given to dangerous dogs and a growing stray cat problem will place further demands on this division. It is expected that this will result in a reduction in customer service levels.

TOLL PLAZA

On taking over responsibility for this area I became aware of a long-standing H.R. matter concerning the Toll Plaza Manager. Initially this looked likely to involve the Council in a formal contract dispute. The dispute involves H.R. issues, technology issues and systems issues. Although I have made considerable progress and have diffused the situation there is still quite some way to go before we can say that the matter has been completely resolved. To reach this stage will require a further investment in technology, time spent re-engineering work processes and more face to face discussions over employment contract issues.

In addressing these matters I have identified some risk management issues. The most significant is the lack of cover for the Toll Plaza Manager who alone carries knowledge of process and systems issues which are not adequately documented. I have some cash handling concerns as well as concern over OSH issues. I am currently addressing the key person risk and have initiated preliminary action on the OSH concern.

I am awaiting the resolution of some technology issues before I can progress things much further.

COMMUNITY HOUSING

While the day to day administration of community housing is competently handled there are a number of long-standing strategic and policy issues which require attention.

Rents have not been reviewed for many years and we are now reaching the stage where rental income will no longer cover maintenance expenses. Some policies and procedures no longer appear appropriate and require review. The documentation of policies, practices and procedures is inadequate. A rewrite of these is warranted. Referral of a number of issues to Council will be required in order to make progress on most of these issues.

I have moved to address a significant risk management issue of the knowledge of policies, practices and procedures being confined to one staff member.

WHARVES, JETTIES, BOAT-RAMPS

s 7(2)(f)(ii) - Protection of publ, our new s 7(2)(f)(ii) - Protection of is in the process of taking over responsibility for this area from s 7(2)(f)(ii) - Protection of

We need to complete a review of Coronation Pier encompassing a strategy for the future development of the pier. The lease of the Captain's Table cafe requires extension. The demolition or strengthening of some wharves is yet to be adequately addressed. User-pays strategies need to be considered for boat ramps.

CREMATORIUM

The day to day administration of this facility does not appear onerous. The contractors however have informed us of the need to take a longer term view of the crematorium and cemetery. There is a need for more strategic planning to clarify Council's long term objectives for the facilities and to take a planned approach to capital investment.

FORESTRY

To date I have had very little to do with this area of Council's investments. I have a reasonable understanding of forestry generally but will require a briefing on Council's activities in this area before I can make a meaningful contribution.

MOUNT MAUNGANUI DOMAIN CAMPING GROUND

This business is in need of a detailed review and a comprehensive business plan. A succession of decisions have been made over the years based on short-term considerations and expediency. Much of this can quite justifiably be related to uncertainty over the future of the area caused by the failure to finalise the Mount Mauao Management Plan and talk of expanded hot pools encroaching on camping sites.

In my view current contracted camp management are adept at managing expenses to low levels and minimising disruption to daily operations. They show much less skill however in managing the revenue side of the business. Customer service levels are the lowest possible without significantly jeopardising historical occupancy rates. Current management do not demonstrate any public relations and marketing skills.

While some may be concerned at the inadequacies of current management, the Council faces a significant risk in changing contractors. The existing contractors have years of experience in the camp which has provided them with very useful knowledge of camper preferences, dishonest behaviours, operational efficiencies and the risks of the camping ground.

In determining the appropriate terms for a new contract Council needs to take account of the following:

- The need to reduce the uncertainty associated with the Mauao Management Plan and hot pools extension to a minimum. Uncertainty undermines business confidence and will result in less than optimal returns to the Council from contractor bids.
- The merit in appointing only experienced camping ground operators.

- The advantages of providing for a term of three years. Anything less is likely to result in contractors taking decisions based on short term expediency rather than long term potential. Contractors are unlikely to invest adequately in their own equipment if the term of the contract is short.
- The motivations and behaviours of campers. A little survey/interview work is warranted.
- The trends in camping / caravanning / campervans / cabins nation-wide.
- An analysis of revenue patterns since camp fees were increased last year.
- A review of capital expenditure requirements associated with the camping ground.
- The need to appropriately promote the camping ground.
- The need to reduce financial risk to the Council and provide financial incentive to the camping ground operators.

From the factors mentioned above it is evident that many hours of work will need to be invested if Council is to produce a meaningful business plan and a contract which adequately reflects the provisions of the business plan. The draft contracts that I have seen to date do not, in my view, achieve the desired objectives.

THE HOT POOLS

The proposed extension of the hot pools warrants the investment of a significant amount of time to:

- 1) Determine the appropriateness of the concept.
- 2) Consult with the public and interest groups.
- 3) Consider alternatives.
- 4) View other hot pool facilities in New Zealand.
- 5) Analyse the financial aspects of the concept.
- 6) Reduce financial and operating risks to the Council.
- 7) Maximise the return to the Council.
- 8) Decide the appropriate financial structure.
- 9) Evaluate interested contractors and select the most worthy.

As is the case with the camping grounds, the administration of the hot pools has not been well handled by the Council. The administration of the facilities has been split between City Services and City Enterprises resulting in poor communication, inadequate response to contractor requests and generally weak management of the contractors by the Council. I have already taken steps to rectify this by taking over most responsibilities from City Services but in doing so City Enterprises are taking on a higher ongoing workload.

ASSET MANAGEMENT PLANS

I have not sighted any completed Asset Management Plans for Business & Property Services. I have seen an incomplete draft property plan but no others. Asset Management Plans will have to be produced for the many and varied aspects of Business & Property Services.

BUSINESS PLANS

The business plans that I have seen for Business & Property Services are either incomplete, inadequate or out of date. A big effort is required here.

OSH

I am concerned that Business & Property Services as a division has not been paying adequate attention to the Council's responsibilities under the Health & Safety in Employment Act.

I have instigated a number of initiatives here but far more work is required to be done to reach what I believe to be an adequate level of compliance.

RISK MANAGEMENT / BUSINESS CONTINUITY PLANNING

I am uncomfortable with the level of business continuity planning and attention to risk management generally. I suspect that the Council has not adequately investigated the risks of the businesses with which my division is associated. I am also concerned that the preparedness for a civil defence emergency in my division is less than I feel comfortable with. I am keen that we put in some work on civil defence and disaster recovery planning.

HUMAN RESOURCE MANAGEMENT

As yet I have not agreed performance objectives with our new staff s 7(2)(f)(ii) - Protection of public I need to complete these and conduct informal performance appraisal sessions with other staff.

SERVICE AGREEMENTS

The relationship of Business & Property Services with other divisions of Council is not as productive and efficient as it could be. Communication problems are frequently encountered resulting in loss of productivity and jeopardising the achievement of project goals.

I need time to develop meaningful service standards with other Council departments.

PROPERTY

My memo to you of 9 March addresses a number of property issues. In addition to the matters raised we need to put some work into what we expect of external solicitors and valuers and settle on some type of service level agreement.

VEHICLE FLEET

We are currently working towards replacing a number of fleet cars and reviewing our approach to fleet size, ownership, maintenance and policy.

CONCLUSION

Clearly I do not have the hours in the day nor the resources to attend to all of the matters raised here. I would be grateful if you would give some thought to this memo so that we can discuss it at our weekly meeting on Wednesday 22 April 1998.

§ 7(2)(f)(ii) - Protection of public officials

CITY ENTERPRISES DEPARTMENT

§ 7(2)(f)(ii) - Protection