



14.0 DEVELOPING COUNCIL'S PLAN OF ACTION (WHAKATAU KAUPAPA O TE KAUNIHERA ME ONA WHAKATAKOTO TIKANGA)

14.1 Introduction to the Significant Service Groups

To ensure alignment with the City Strategic Framework (as outlined in Section 6.0), Council has grouped each of its key activities under one of the framework's three strands to which they primarily contribute to (recognising that they often impact on other strands). The grouping of Council's activities is a requirement of Schedule 10 (clause 2) of the Local Government Act 2002. Council uses the terms 'significant service' and 'activities' interchangeably in this plan.

There are 25 significant services that are the primary mechanism for ensuring the delivery of Council's key activities. In turn, each significant service undertakes a range of more specific functions, e.g., the significant service of 'Transport: Road Network Management' comprises more specific services such as carriageways; footpaths, cycleways and verges; and road safety. The significant services are based on commonalities in the nature of their functions and have evolved over a considerable time period with the production of each year's budget.

A brief description of each of the 25 significant services grouped by the three framework strands is outlined below.

COUNCIL'S VISION – VIBRANT HAMILTON	
City Strategic Framework: Strand A – Investing in Our People	
• Community Support	Coordinates, manages, operates and funds a range of community based programmes and initiatives. Often involves Council working in partnership with community organisations, government agencies and various services in Hamilton to benefit a number of sectors of the community.
• Community Facilities	Provides and maintains affordable housing for older people. Manages two large community centres and provides and maintains cemeteries and cremation services, public toilets, and community halls and leased buildings for community groups.

• Emergency Management	Prepares strategies, programmes and plans that minimise, reduce or eliminate the impact of the consequences of a major disaster in Hamilton and the Waikato region.
• Partnership with Maori	Maintains a relationship with the Waikato Raupatu Trustee Company (Tainui). Also covers the partnerships with Nga Mana Toopu o Kirikiriroa (on natural and physical resource management issues) and Te Runanga o Kirikiriroa (which includes discussing relevant partnership issues, administration of Council's Maori project fund and the provision of services and policy advice on urban Maori issues).
• Representation and Civic Affairs	Provides services to enable democratic local decision-making, including elected member's remuneration, meetings, public consultation, communication and civic functions. Also covers elections and maintenance of the electoral roll.
• Environmental Health	Protects and promotes public health by undertaking monitoring, inspection and enforcement of various activities using relevant legislation and national standards. Also covers central city safety initiatives and activities.
• Parks and Gardens	Provides open space for passive and general active recreation including parks, walkways and playgrounds. Also maintains plantings within open spaces, parks, streets and traffic islands.
• Sports Areas	Provides developed open spaces with facilities for specific active leisure needs and general public use.
• Swimming Facilities	Funds and operates public swimming facilities throughout the city.

City Strategic Framework: **Strand B – Creating Identity and Prosperity**

• Environmental Services	Provides for management of the built environment primarily through consent, enforcement of relevant legislation and education techniques. Comprises Animal Care and Control, Building Control, Parking Enforcement and Planning Guidance.
• Economic Development	Communicating, marketing and supporting Hamilton's economic development activities through partnerships and financial support (primarily through the economic development agency The Catalyst Group).
• City Promotion	Communicates to local residents and those living outside the city the points of difference and advantages that Hamilton has to offer. Also includes news media relations, Council's participation in a Sister Cities Programme and providing support to key events.

<ul style="list-style-type: none"> Performing Arts 	Provides theatre facility management and associated event support, ticketing agency services, specialised theatre equipment and services for events at three Hamilton theatres and within the community.
<ul style="list-style-type: none"> Hamilton City Libraries 	Manages and operates five community libraries and the central library in Garden Place.
<ul style="list-style-type: none"> Waikato Museum of Art and History 	Encourages, supports and promotes Hamilton's art and history (including Tainui iwi history), which includes operating a community arts group venue and managing exhibitions. Science and technology are also promoted through Exscite. Beale Cottage and the Rangiriri are also managed by the Museum.
<ul style="list-style-type: none"> Event Facilities 	Operates and maintains Waikato Stadium, Seddon Park, Claudelands Events Centre and the Hamilton City Leisure Centre.
<ul style="list-style-type: none"> Hamilton Zoo 	Operates and maintains Hamilton Zoo for conservation, education, recreation and scientific purposes.
City Strategic Framework: Strand C – Protecting Our Future	
<ul style="list-style-type: none"> Wastewater Management 	Contributes to the protection of public health and the environment through the collection and treatment of urban wastewater.
<ul style="list-style-type: none"> Stormwater Management 	Operates and maintains the stormwater network to ensure community safety and the protection of property by draining stormwater from roadways and public land through pipes and open watercourses to the city's streams, lakes and the Waikato River.
<ul style="list-style-type: none"> Refuse/Recycling Collection 	Provides for the weekly collection of household recyclables and refuse from residential properties in the city. Manages the Refuse Transfer Station (including the Recycling Centre), the Horotiu Landfill, three closed landfills and also provides a composting facility at the Hamilton Organic Centre.
<ul style="list-style-type: none"> Water Supply 	Provides for water treatment, storage and distribution in Hamilton. Raw water is drawn from the Waikato River into the Hamilton City Water Treatment Station where it is treated to provide a high standard of drinking water.
<ul style="list-style-type: none"> Sustainable Environment 	Provides leadership for sustainable living and works to engage and support the different sectors of the Hamilton community (including schools, householders and community groups) to achieve positive environmental outcomes for the city.

<i>Transport: Introduction</i>	<i>Provides an outline of Council's 2006/07 Land Transport Programme as required by the Land Transport Management Act 2003 (Refer Section 14.7).</i>
<ul style="list-style-type: none"> Transport: Road Network Management 	Provides for the ongoing management of the operation, maintenance, growth and development of the city's transportation network.
<ul style="list-style-type: none"> Transport: Access Hamilton 	Provides a sustainable, integrated transport system for the city through infrastructure improvements and incentives to encourage the use of alternative travel modes. Also increases public awareness of options and effects of travel behaviour and travel choices.
<ul style="list-style-type: none"> Endowment and Investment Property Portfolio Management 	Manages two funds: the Domain Endowment Fund and the Municipal Endowment Fund. Both funds are required by legislation to be invested in property. The Municipal Endowment Fund is invested in order to maximise the financial return to the city. The Domain Endowment Fund is used for the maintenance and improvement of reserves, purchase of land in the name of the Crown as Recreation Reserve, or purchase of land in the name of Council for the purposes of the Hamilton Domain Endowment Act 1979.

14.2 Rationale for the Provision of Council's Significant Services

The Local Government Act 2002 (Schedule 10, clause 2) requires the Long-Term Plan to identify Council's rationale for why it provides the current range of significant services. In addition the Act also requires Council to show the community outcome(s) that each significant service primarily contributes to.

After each local authority triennial elections the new Council undertakes a full review of its activities. The most recent review was completed in July 2005, known as The Business We Are In. This involved a number of workshops coordinated by the elected members that focused on the activities undertaken by all areas of Council, and looked at:

- the activities undertaken by Council
- the level of service provided by the activity
- why the activity is undertaken
- what each activity does
- the cost of providing the activity (including assets)
- the cost of 'exiting' the activity (if Council were to make this decision).

Through these workshops Council confirmed its current range of activities and levels of service delivery. The review was an integral component in the development of this Long-Term Plan.

Council's rationale for why it provides each of its 25 significant services is outlined in detail in the relevant significant service sections of 'Council's Plan of Action' (refer Section 15.0). These sections also show the community outcome(s) that each significant service primarily contributes to.

14.3 Significant Negative Effects of Council's Activities

Schedule 10 (clause 2) of the Local Government Act 2002 requires the Long-Term Plan to outline any significant negative effects that Council's activities may have on the social, economic, environmental or cultural well-being of the local community.

Council acknowledges that its activities can potentially have negative effects of one form or another on the well-being of the local community. However, it seeks to minimise these through a range of mechanisms, including (but not limited to) the following:

- Council's significant services, business units and internal support services undergo a programme of continual improvement through reviews and organisational development that ensure ongoing performance excellence and best practise methodology.
- Council listens to and actions feedback from customers of its significant services via comprehensive customer feedback mechanisms, such as the Annual Residents Survey and the Customer Satisfaction Survey Programme of various activities/services.
- Council has comprehensive Standard Operating Procedures, which are continuously reviewed and updated to maintain Council's ISO accreditation (primarily ISO 9001, ISO 14001 and ISO 17020). Council's accreditation is undertaken on a six monthly basis by TELARC (Council's independent certifying organisation).
- An assessment of significant negative effects and development of mitigation strategies is a key component of Council's Activity Management Plans (refer to Volume II of the 2006–16 Long-Term Plan for a summary of Council's Activity Management Plans).
- Ensuring that all of Council's activities meet or exceed relevant legislative requirements and national standards.
- When undertaking significant projects, Council completes an Assessment of Environmental Effects (AEE) or Social Impact Assessment (SIA) to identify possible negative effects on the community. The information gathered from

the AEE and/or SIA process enables Council to mitigate the effects that a proposed activity may have on the community.

- Institutional knowledge of staff and elected members is a key means of mitigating negative effects of its activities.
- The operation of an integrated request for service system (organised by specific units of Council) to log and track issues raised by customers. This system includes a 'reminder' feature to ensure a prompt response to each customer request.
- Community engagement and consultation on various Council plans, strategies and issues through a range of methods (including submissions, surveys, meetings, forums, and focus groups).

A range of existing and potential significant negative effects is shown for each of Council's 25 significant services in Section 15.0. The significant negative effects shown in this section focus primarily on those that could or do result directly from provision of the significant service rather than external factors impacting on the significant service's operation. The following factors were considered in determining any existing or potential significant negative effects:

- the number of people who could be affected
- the degree to which they could be affected
- the extent to which public health and safety is or could be compromised
- the likelihood of the significant negative effect occurring.

14.4 Contribution Towards Hamilton's Community Outcomes

The overall contribution of Council's significant services (by the three strands of the City's Strategic Framework – refer Section 6.0) to Hamilton's Community Outcomes (refer Section 7.0) is shown in the table below.

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THE OVERALL CONTRIBUTION OF COUNCIL'S SIGNIFICANT SERVICE GROUPS BY STRAND TO HAMILTON'S COMMUNITY OUTCOMES

Significant Services within each Strand of the City Strategic Framework	Hamilton's Community Outcomes						
	1. Sustainable and Well Planned	2. Vibrant and Creative	3. Unique Identity	4. Safety and Community Spirit	5. Healthy and Happy	6. Intelligent and Progressive City	7. Working Together
A. Investing in our People (9)	PRA			PFA	PFRA		PFRA
B. Creating Identity and Prosperity (8)	PRA	PFA	PA		PA	PFA	
C. Protecting our Future (8)	PFRA					P	

Section 4.1 outlines which strand each significant service is categorised under.

Primary Role

- P Provision of Facilities and Services** – Takes full responsibility for funding and providing the facility/service.
- F Funding Assistance** – Provides financial assistance (e.g., grants) and/or support in kind towards organisations who provide services Council considers to be of key benefit to Hamilton residents.
- R Regulation** – Administers and enforces a range of national and local legislation.
- A Advocacy and Promotion**
- Promotes the role and benefits of the significant service to Hamilton's residents and visitors
 - Represents the views of its residents and communities to a range of organisations, e.g., territorial local authorities, central government.

14.5 Council's Business Units and Internal Support Services

Council's 25 significant services are supported in turn by four business units and 20 internal support services, i.e.:

Business Units	
<ul style="list-style-type: none"> • City Parks • Design Services 	<ul style="list-style-type: none"> • Roads and Traffic • Utilities

Internal Support Services	
<ul style="list-style-type: none"> • Performing Arts Administration • Chief Executive's Office • Communication and Marketing • Community Development Administration • Community Support • Corporate Group Management • Environmental Services Group Management • Event Facilities Administration • Finance and Administration 	<ul style="list-style-type: none"> • Human Resources • Information Management • Internal Audit • Leisure Facilities Administration • Nursery • Parks and Gardens Administration • Property Management (support) • Health and Safety • Strategic • Water and Waste Services • Works and Services Management

14.6 Development of Key Council Projects and Programmes to Maintain/Enhance Service Level Provision

Hamilton is a growing and vibrant city, as shown by the 10,400 additional residents gained between 2001 (121,000) and June 2005 (131,400). Over 159,600 people are projected to live in Hamilton by 2016. Business growth has also increased significantly (from 8970 businesses in 2001 to 10,693 businesses in 2005 – a 19.2 per cent increase).

Such growth requires Council to plan for and carefully manage the city's social, economic, environmental and cultural development through the provision of a range of projects and programmes. Council has used a standardised set of growth assumptions to assist in planning the delivery of services and related assets.

Development of Projects and Programmes

Council's projects and programmes are known as Strategic Action Plans (SAPs). These are individual projects and programmes and can be categorised into three types, i.e.:

- capital
- operating and maintenance
- renewals.

SAPs are developed using a best practice approach, i.e., options considered for individual SAPs that fall below an agreed minimum benchmark are not considered further.

This Long-Term Plan is based on a combination of operating and maintenance net costs, SAPs, financing costs and reserve/sundry net costs. Council seeks to prioritise its contribution to Hamilton's Community Outcomes by reviewing all the operating and maintenance net costs in detail, and grouping all the SAPs by the following project priority order:

1. Contractually committed
2. Resource consent compliance/legal requirement (mandatory)
3. Renewal
4. Growth (new areas of city development)
5. Discretionary/choice on timing.

All SAPs grouped as 'Discretionary/choice on timing' are ranked against the following four principles and project priorities:

- The project forms part of an action plan to achieve an existing policy/strategy
- Research or data (drawn from sources such as the Annual Residents Survey, Customer Satisfaction Survey Programme, and Quality of Life Project) indicates that it is a priority to address
- Does the capital expenditure provide a payback?
- Furthers the priorities in the Corporate Plan (which provides the direction for how staff do things as well as how they continually improve the way things are done).

The SAPs in the 2006–16 Long-Term Plan were considered carefully by Council and reflect a balanced, realistic and affordable approach to the city's environmental, social, cultural and economic development as reflected in Council's Vision for the city and Hamilton's Community Outcomes. A full list of the 379 SAPs is shown in Volume II (Section 16.4) of the Long-Term Plan. The plan also shows whether the SAP's expenditure is categorised as capital, maintenance/operating, or renewal. SAPs are also grouped under the relevant City Strategic Framework strand (by each service) and the community outcome(s) that each SAP primarily contributes to.

It should be noted that the financial information in Council's 2006–16 Long-Term Plan has been adjusted for annual growth (due to population increases and vesting of assets from developers) and inflation. For further detail on the assumptions informing these adjustments, refer to Volume II (Section 3) of Council's 2006–16 Long-Term Plan.

Key Inputs in the Development of Projects and Programmes

The majority of projects and programmes outlined over the 10-year period of Council's 2006–16 Long-Term Plan have been developed and refined over a considerable period of time through a number of processes, including:

- key Council plans/documents such as Hamilton's Community Plan 2004–14, previous Annual Plans and Reports, and Activity Management Plans/Asset Management Plans
- consideration of Council's Vision for the city and Hamilton's Community Outcomes
- legislative requirements/national standards/best practice
- direct feedback/discussions from Hamilton residents with the mayor and councillors
- ongoing resident correspondence/feedback to Council staff (such as requests for service and complaints)
- Council priorities/mandate
- involvement and discussions at key meetings such as Zone 2 Local Government New Zealand (LGNZ) meetings, Metro and Regional Mayoral Forums, the Regional Land Transport Committee, conferences/seminars (e.g., LGNZ)
- feedback through involvement on boards of 18 Council Organisations and three Council Controlled Organisations
- systems for managing and mitigating significant negative effects and risks
- community engagement/consultation on various Council plans and strategies (e.g., submissions, meetings, forums, focus groups)
- public feedback on various surveys (in particular Council's Annual Residents Survey and the Customer Satisfaction Survey Programme)
- feedback on topical issues via various media
- key economic, social, cultural and environmental data provided to Council (e.g., Quality of Life Project data (www.bigcities.co.nz), Hamilton's Sustainability Indicators (www.myhamilton.org.nz), and regular statistical updates such as the Hamilton Quarterly Review and Hamilton's Economic Update
- partnerships with various organisations (e.g., Transit New Zealand, New Zealand Police)
- reports on specific issues considered by Council committees and subcommittees/Council workshops
- the three-yearly review of Council's Policy Manual.

Highlighted Projects and Programmes

Given that Council is required by the Local Government Act 2002 to produce a new Long-Term Plan every three years, the focus on the projects and programmes in Volume I (this volume of the Long-Term Plan) is on the next three years. However, other key projects and programmes that occur in years 4–10 (i.e., 2009/10–2015/16) that are critical to maintaining and/or improving the ongoing outputs of a specific significant service are also highlighted.

The projects and programmes listed in Section 15.0 ('Council's Plan of Action' under the heading 'Looking Ahead') under each of the 25 significant services give a broad flavour over the next 10 years of the full list of projects and programmes outlined in Volume II of the Long-Term Plan, i.e., the Funding and Financial Policy 2006–16.

Planning for Changes in Service Delivery

Council monitors on an ongoing basis changes that can impact on the service delivery of its 25 significant services and related assets.

Council assets are primarily described and managed through Asset/Activity Management Plans (summaries of Council's Activity Management Plans are contained in Volume II of Council's 2006–16 Long-Term Plan). These plans are reviewed and updated on an ongoing basis taking into account a wide range of inputs that influence decisions relating to service level provision.

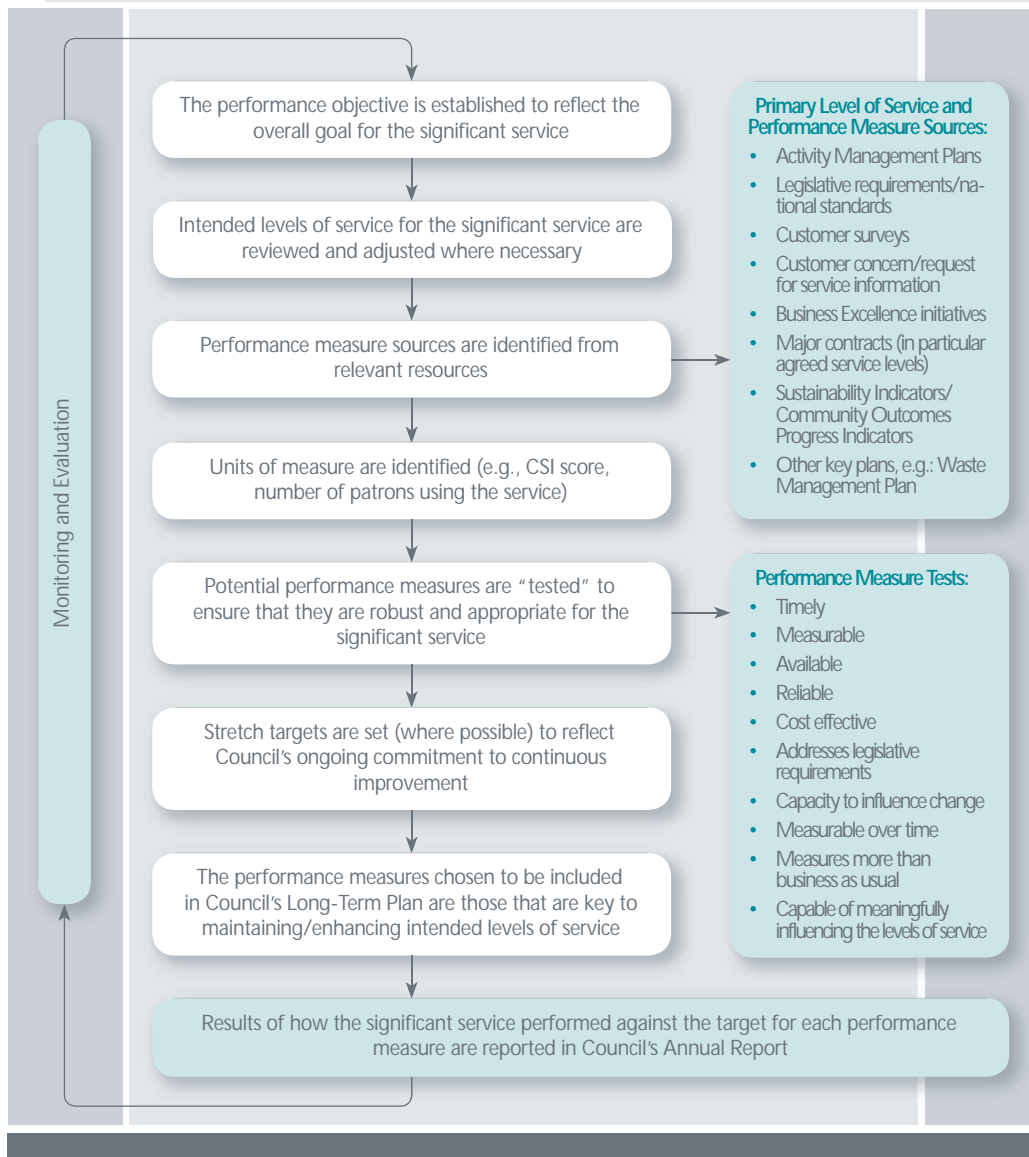
Additional asset capacity is primarily provided through the use of Council's Asset/Activity Management Plan process and the subsequent development of SAPs required to meet planned levels of service for Council activities (taking into consideration anticipated city growth and continuous improvements to service delivery). SAPs are also categorised as capital, maintenance/operating, or renewal.

Key performance measures and targets are also used to maintain and enhance the intended levels of service (primarily as a result of city growth over the 10-year period of the Long-Term Plan) for each of Council's 25 significant services (refer Section 15.0). In addition, a number of targets for these performance measures have been 'stretched' to reflect Council's ongoing commitment to continuously improve its service delivery.

The performance measures and targets take into account the diversity of Council's 25 significant services. These measures have been developed to appropriately measure the way in which the significant service is provided and take into account both qualitative and quantitative aspects.

The following diagram outlines the framework used for determining performance measures and targets for each of Council's 25 significant services. Council operates an ongoing process of monitoring and evaluation with a focus on continuous improvement to levels of service. The framework provides a process that ensures Council's performance measures and targets can meaningfully assess and reflect the planned levels of service.

FRAMEWORK FOR ESTABLISHING PERFORMANCE MEASURES AND TARGETS FOR COUNCIL'S SIGNIFICANT SERVICES



14.7 Council's 2006/07 Land Transport Programme

Council is required by Section 12 of the Land Transport Management Act 2003 to annually publish and consult on its Land Transport Programme. Council's 2006/07 Land Transport Programme comprises:

- the section entitled 'Transport: Introduction' in Section 15.0 (under Strand C)
- the significant service activity statements entitled 'Transport: Road Network Management' and 'Transport: Access Hamilton' in Section 15.0
- the information contained in Volume II of Council's 2006–16 Long-Term Plan that relates to the 'Transport: Road Network Management' and 'Transport: Access Hamilton' significant services.