

# **Proposed 2015-25 Long Term Plan Performance Measures**

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<b>TO</b>	Tairua-Pauanui Community Board
<b>FROM</b>	Angela Jane - Governance Strategy Manager
<b>DATE</b>	13 November 2014
<b>SUBJECT</b>	<b>Proposed 2015-25 Long Term Plan Performance Measures</b>

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## **1 Purpose of Report**

The purpose of this report is to update Community Board members on the process for developing new performance measures for the 2015-25 Long Term Plan and discuss proposed measures for the Community Spaces activity. Further engagement with staff responsible for the activities is also being arranged.

## **2 Background**

A long-term plan must for each group of activities include a statement of the intended levels of service provision that specifies—

- (a) any mandatory performance measures
- (b) performance measures that will enable the public to assess the level of service for major aspects of groups of activities
- (c) the performance target or targets for each performance measure; and

An Annual report must contain the actual performance compared to the intended performance included in the long term plan (or amended through an Annual Plan) for each performance measure.

The information in annual reports and summary annual reports should allow ratepayers and the community to assess how their council has performed in relation to stewardship of community assets, and the efficiency, effectiveness, and cost-effectiveness of operations.

Figure 1 outlines the planning cycle as set out in the Local Government Act 2002 and shows how the council outcomes are anchored in both the long term plan and annual report.

Council outcomes - what the Council intends to achieve

Levels of service - how our services/activities contribute towards achieving the council outcomes

Performance measures - what standards Council will meet for important customer aspects of the service/activity.



## 2.1 More about customer attributes

### Quantity – how much of the service do you provide?

- All properties connected to the water supply? X% of the area or all properties within specified flood zones?
- Swimming pools will be open XXX days each year?
- Libraries will be open XX days/hours per week/year?

### Quality and reliability

- What's the quality of the water? (Meets New Zealand Drinking-Water Standards 100% of the time?)
- Sports grounds will meet XYZ standards?
- Fewer than XX properties per year will be subject to flooding from water off council/public/other land?

### Responsiveness

- How quickly does Council respond if something goes wrong?
- This is a useful measure for most activities from water leaks and supply interruptions to animal and noise control complaints.

### Effectiveness – how can you tell that the funding is achieving the intended goals?

- How much of each service/activity is delivered?

### Satisfaction

- How satisfied are the people who use the service?
- How satisfied are the people who pay for the service?
- How does the council compare to its peer councils in the XYZ survey of resident and ratepayer satisfaction?

### Quality not quantity

The Office of the Auditor General (OAG) advises that, "It is the quality of the performance measures that matter and not the quantity." The OAG suggests selecting performance measures that take account of performance features that:

- are of greatest importance to stakeholders (you'll know the answer to this because you've used this information to determine why you're providing an activity or group of activities)
- reflect the financial significance of the activity; and
- reflect both the objectives for carrying out the activity and any (external or internal) risks needed to be managed in achieving those objectives.

## 2.2 Notes about satisfaction performance measures

In the 2012 LTP there were 19 performance measures which were measured through a customer satisfaction survey which previously had been conducted annually but from 2012 changed to a three yearly cycle. If the survey remains three-yearly then staff recommend that these satisfaction performance measures should only be used as part of a suite of performance measures providing a check and balance and should not be relied on as a LTP measure (as we cannot report for two of the three applicable annual reports).

Strengths about the satisfaction survey include:

- The survey is carried out independently of Council and is therefore an objective view of ratepayer's perception of Council.
- The survey has until this year provided a longitudinal trend which is identified as best practice by the Office of the Auditor General (OAG).
- The survey is also carried out by a number of councils across New Zealand and therefore we be benchmarked with other councils.
- Internally we are able to review the data by Community Board which provides Council with external and internal comparisons. It is the only formal process which systematically captures the views of both resident and non-resident ratepayers for comparative purposes.

Limitations are:

- Its value is diminished on a three yearly cycle as it is difficult to follow trends.
- Caution is needed because it captures views of some residents who have no direct experience of the service or facility.

## 2.3 Notes about responsiveness

This is predominantly captured through our Request for Service system. This is well developed for Water Services and has been subject to considerable scrutiny through detailed testing by Audit NZ for the Annual Report. An interesting development through the new mandatory performance measures is the requirement to report both the time taken to respond and then a second measure to capture the time taken to when the request has been resolved.

One of the challenging areas for the organisation has been around complaints in relation to the use of the Request for Service system because there is currently no system in place to systematically differentiate between a request for service which is based on a service that Council has said it would deliver but failed to and other requests for service.

A few performance measures are based on use of formal recourse through formal external processes, which sets a high bar. This is an intentional approach not to discourage complaints but to ensure that Council is not unfairly criticised for carrying out its regulatory and duties appropriately, while this approach screens out complaints which are unfounded or where the complaint is based on only the applicants perception of an injustice when in reality Council has actually carried out their role fairly and appropriately.

The disadvantage of relying on this approach alone is that this high bar can mask significant dissatisfaction with how Council is performing.

## 2.4 Notes about quality and reliability

This is an important aspect of the performance framework and provides reassurance to the ratepayer that appropriate standards are being met from either or both a time bound and quality standard. Wherever possible the focus has been on including dynamic measures which can be reviewed regularly rather than achieving a standard which underpins quality assurance e.g. Building Control (IANZ accreditation).

## 2.5 Notes about quantity

These performance measures added the least value to the overall framework and have wherever possible been removed or included in the description of the activity group, activities and in some instances sub-activities. From a reporting perspective there was often little to say other than they existed.

## 3 Issue

The current set of performance measures include some problematic measures for various reasons. To ensure we improve on the measures for the next long term plan we have adopted the following principles in developing the proposed 2015 LTP performance measures. These principles were workshopped with the councillors and community board chairs at the 15 October 2014 LTP workshop.

1. Include the mandatory measures unchanged from the regulations
  - a. No paraphrasing - we will be audited against the measure in the regulations.
  - b. No additional measures have been included for the mandatory groups of activities.
2. Only customer focused measures considered:
  - a. Not technical in nature.
  - b. Using plain English wording.
  - c. Not process oriented - particularly checking that statutory processes have been met.
  - d. Focusing on responsiveness, quality of service, effectiveness, reliability.
3. Only SMART measures considered:
  - a. Each measure must be specific, measureable, achievable, relevant, timely.
  - b. Specific enough to avoid ambiguity or measuring different things from year to year if staff changes occur.
  - c. Measureable means we know the source data and can replicate the results readily - where a new measure meets all the other principles but we have no system in place we have noted that we work on getting the system in place, build up baseline data and include the measure in the 2018 LTP.
  - d. Achievable - not including stretch targets where resourcing has not been allocated; not relying on assumptions or estimates that might invalidate the results.
  - e. Relevant - we've filtered all levels of service and performance measures that don't add value, that are not considered customer/resident focused.
  - f. Timely - only measures that can be measured annually for reporting in the Annual Report.
4. Only reflect the major levels of service for the group of activities and measures that the Council has control over.
  - a. Less is more - quality over quantity.
  - b. Taking on board the OAG's advice (in background information below) will enable the Annual Report to capture the important aspects of our performance and make the report a more interesting and shorter read.
  - c. Do not replicate the level of service in the measure - e.g. not listing the number of playgrounds but considering quality of playground, responsiveness to faults or safety issues.

### **Some key questions we used to prompt us in the development of the new measures:**

- Is it a tried and tested performance measure?
- Are there any indications that the ratepayer is unhappy with the current performance?
- Have there been additional resources applied to the activity where the ratepayer can reasonably expect additional output?
- Have there been management initiatives within council with the purpose of improving performance in a specific area of the business?
- Have there been legislative changes which have raised the bar e.g. water standards?

- Are all the performance measures of equal importance and is it clear which performance targets are really important?
- Can we differentiate between performance measures which are challenging and those which it would be difficult not to achieve?

## 4 Discussion

### Community Spaces and Development activity performance measures

There will be variations across the Community Boards for the proposed measures listed below. Strategic Planning staff will bring a more tailored set of measures for the Community Board to consider.

Level of Service	Performance Measure	Status
Airfields that are safe for small aircraft.	CAA accreditation achieved	Airfields
Council provides cemeteries that are tidy and well maintained spaces.	% of mowing and litter standards met.	Cemeteries
	Response times to Requests for service.	Cemeteries
To provide or support community centres and halls proportionate/suitable for the communities they serve.	To be determined	Community Centres and Halls
The Council's public toilets are maintained in a safe and clean condition.	Public conveniences are maintained and cleaned daily.	Public Conveniences
	% of urgent enquiries resolved within timeframe.	Public Conveniences
Council provides boat launching facilities that are safe to use.	% of wharves that are in satisfactory condition	Harbour Facilities
Customers have access to a range of current information in both print and digital format	Number of items per local library <i>per 1,000 local residents</i>	Libraries
	Number of new items <i>per 1,000 local residents</i>	Libraries
To provide parks and reserves that are tidy and well maintained spaces.	Percentage of parks and reserves related customer urgent enquiries resolved within 48 hours.	Parks and Reserves
To provide playgrounds which are fit for purpose and safe.	Percentage of playground assets complying with safety standards.	Playgrounds
Council provides a safe year round swimming pool.	Pool safe accreditation achieved	Swimming Pools

## 5 Suggested Resolution(s)

That the Tairua-Pauanui Community Board:

1. Receives the Proposed 2015-25 Long Term Plan Performance Measures report, dated 13 November 2014.