

Activity 13.1: Performance Management and Reporting

Accountable Manager: Diane Brandish (acting)

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>	
<p>City assets, financial resources and infrastructure are well-managed, now and for the future</p> <p>Statutory obligations are met by the Council</p>	<p><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></p>

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.	<i>Accepted</i>
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	<i>Key Business Driver</i> 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.	<i>In general, SPG to clarify how strategy evaluation process occurs.</i>
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.	<i>To hold a briefing session for councillors on RS results, before their release.</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
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 	Accepted
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 	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
Provide corporate financial management (including corporate and external reporting, financial policy, treasury and tax)					
13.1.6 Group financial accounting and reporting	<p>Currently provide:</p> <ul style="list-style-type: none"> • Monthly forecasts • Quarterly report to Council • Annual Report • Budgets/ financial plans <p>Within statutory or otherwise agreed timeframes 100% of the time</p>	Reports - OAG guidelines	<p>Maintain:</p> <p>Provide Group financial accounting and reporting within statutory or otherwise agreed timeframes. 100% of the time:</p> <ul style="list-style-type: none"> • 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.	<i>Accepted</i>
13.1.7 Financial management		OAG guidelines	<p>13.1.7.1 Review CCC Financial Strategy annually</p> <p>13.1.7.2 Ensure compliance with financial policies 100% of the time</p> <p>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>)</p> <p>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</p>	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.	<i>Accepted</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
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.		<i>Accepted</i>
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		<i>Accepted</i>
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.	<i>Accepted</i>