FINANCE/PERFORMANCE COMMITTEE MEETING

ORDER PAPER

THURSDAY, 27 FEBRUARY 2020, 10.30AM

COUNCIL CHAMBER, RANGITĪKEI DISTRICT COUNCIL 46 HIGH STREET, MARTON

Website: www.rangitikei.govt.nz
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Telephone: 06 327-0099
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Chair - Councillor Nigel Belsham
Deputy Chair – Councillor Fi Dalgety

Membership
Councillors Cath Ash, Brian Carter, Angus Gordon, Tracey Hiroa, Waru Panapa
and Dave Wilson.
His Worship the Mayor, Andy Watson

Making this place home.

RANGITĪKEI
DISTRICT COUNCIL

Rangitīkei District Council

Finance and Performance Committee Meeting

Agenda – Thursday 27 February 2020 – 10:30 a.m.

Contents

The quorum for the Finance and Performance Committee is 5.

Council's Standing Orders (adopted 31 October 2019) 11.2 provide: The quorum for Council committees and sub-committees is as for Council, i.e. half the number of members if the number of members (including vacancies) is even or a majority if the number of members is odd.

1   Welcome

2   Public Forum

3   Apologies/Leave of Absence

That the apology for absence of Councillor Panapa be received.

4   Members' Conflict of Interest

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of items on this agenda.

5   Confirmation of order of business

That, taking into account the explanation provided why the item is not on the meeting agenda and why the discussion of the item cannot be delayed until a subsequent meeting, ……… be dealt with as a late item at this meeting.

6   Confirmation of minutes

The minutes from the Finance/Performance Committee meeting held 12 December 2019 are attached.

Recommendation:

That the Minutes of the Finance/Performance Committee meeting held on 12 December 2019 [as amended/without amendment] be taken as read and verified as an accurate and correct record of the meeting.

7   Chair's Report

A report is attached.

Recommendation:

That the 'Chair's Report' to the 27 February 2020 Finance/Performance Committee meeting be received.

8   Terms of Reference

The Terms of Reference are attached to review and confirm.

Recommendation:

That the 'Terms of Reference' be reviewed and confirmed.

9   Financial Snapshot - January 2020

A memorandum is attached.

Recommendation:

That the 'Financial Snapshot - January 2020' to the 27 February 2020 Finance/Performance Committee meeting be received.

10   Property Sales – Annual Report 1 January - December 2019

A report is attached.

Recommendation:

That the 'Property Sales – Annual Report 1 January - December 2019' to the 27 February 2020 Finance/Performance Committee meeting be received.

11   Customer Experience Strategy

A report is attached.

Recommendation:

That the 'Customer Experience Strategy' to the 27 February 2020 Finance/Performance Committee meeting be received.

12   Information Services Strategic Plan

A report is attached.

Recommendation:

That the 'Information Services Strategic Plan' to the 27 February 2020 Finance/Performance Committee meeting be received.

13   Late Items

As agreed at item 6.

14   Future Items for the Agenda

15   Next Meeting

Thursday 26 March 2020, 9.30am

16   Meeting Closed

Attachment 1

Rangitīkei District Council

Finance and Performance Committee Meeting

Minutes – Thursday 12 December 2019 – 10:30 a.m.

Contents

Present: Cr Nigel Belsham
                        Cr Brian Carter
                        Cr Fiona Dalgety
                        Cr Angus Gordon
                        Cr Tracey Hiroa
                        Cr Waru Panapa
                        Cr Dave Wilson
                        His Worship the Mayor, Andy Watson

Also Present: Cr Gill Duncan
                        Cr Jane Dunn
                        Cr Richard Lambert

In attendance: Mr Peter Beggs, Chief Executive
                        Mr Michael Hodder, Community & Regulatory Services Group Manager
                        Ms Jo Devine, Group Manager – Finance and Business Support
                        Mr Arno Benadie, Principal Advisor – Infrastructure
                        Ms Carol Gordon, Manager – Executive Office
                        Mr Johan Cullis, Environmental Services Team Leader
                        Ms Nardia Gower, Acting Strategy and Community Planning Manager
                        Mr George Forster, Policy Advisor
                        Ms Bonnie Clayton, Governance Administrator

1   Welcome

Cr Belsham welcomed everyone to the meeting at 10.38am.

2   Apologies/Leave of Absence

That the apology for Cr Ash be received.

Cr Wilson/Cr Gordon. Carried

3   Appointment of the Deputy Chair

The Chair called for nominations for Deputy Chair.

Cr Wilson nominated Cr Dalgety, which was seconded by Cr Hiroa.

Cr Dalgety accepted the nomination. There were no further nominations.

Resolved minute number	19/FPE/052	File Ref

That Cr Dalgety be appointed Deputy Chair of the Finance/Performance Committee.

Cr Wilson/Cr Hiroa. Carried

4   Terms of Reference

The Committee discussed the Terms of Reference and noted that amendments are required.

Undertaking	Subject

Ms Devine is to amend the Terms of Reference in line with the Local Government Act 2002.

5   Members' Conflict of Interest

Members were reminded of their obligation to declare any conflicts of interest they might have in respect of items on this agenda. There were no conflicts declared in regards to the agenda.

The Committee was reminded that if they do have any potential Conflicts of Interest in future that these need to be raised and the Chair will decide whether there is a conflict and whether removal from the room was required.

The Committee discussed that the Register of Interest form needs to be updated and needs to be circulated to new Councillors.

6   Confirmation of order of business

The order of business was confirmed with no changes.

7   Chair's Report

Cr Belsham updated the Committee that he intends to provide a written report to be a part of the order paper and that if there are additions, these would be circulated to the Committee prior to each meeting. Ms Devine will produce a month by month calendar for the 2020 meetings which will delve into particular items.

| Resolved minute number | 19/FPE/053 | File Ref | 3-CT-14-1 |

That the verbal 'Chair's Report' to the 12 December 2019 Finance/Performance Committee meeting be received.

Cr Belsham/Cr Carter. Carried

8   Summary of 30 June 2019 Financial Results and 2020 Annual Plan

Ms Devine briefed members on the Summary of 30 June 2019 Financial Results and 2020 Annual Plan. The Committee were reminded to send any questions to Ms Devine and the Committee will be responded to with the relevant information.

| Resolved minute number | 19/FPE/054 | File Ref |

That the report 'Summary of 30 June 2019 Financial Results and 2020 Annual Plan' to the 12 December 2019 Finance/Performance Committee meeting be received.

His Worship the Mayor/Cr Carter. Carried

9   Financial Snapshot - October 2019

Ms Devine spoke to the Financial Snapshot, noting it is only a snapshot and each quarter there will be an in depth report.

| Resolved minute number | 19/FPE/055 | File Ref |

That the 'Financial Snapshot - October 2019' to the 12 December 2019 Finance/Performance Committee meeting be received.

Cr Dalgety/Cr Gordon. Carried

10   Property Sales – quarterly report, September 2019

Ms Devine spoke to her report.

Resolved minute number	19/FPE/056	File Ref

That the 'Property Sales – quarterly report, September 2019' to the 12 December 2019 Finance/Performance Committee meeting be received.

Cr Panapa/Cr Wilson. Carried

11   Receipt of minutes from the last meeting in the 2016-19 triennium

The minutes were taken as read.

12   Late Items

As agreed at item 6.

13   Future Items for the Agenda

14   Next Meeting

Thursday 27 February 2020, 10.30am

15   Meeting Closed

11.29am.

Confirmed/Chair: _____

Date:

Attachment 2

Chairs report, February 2020
Finance & Performance Committee

Welcome to the Finance and Performance Committee meeting for February 2020.

I would like to start off by thanking Cr Fi Dalgety for taking on the position of Deputy Chair for this committee for the next three years. Whilst Finance and Performance of Council is not everyone's "cup of tea", it is however a critical part of Council's operations and deserves keen eyes to ensure that we are keeping on track and that any variances are well explained and documented.

The order paper will include information around two significant areas of work. The first one is the Customer Experience Strategy. This sets out the basis on how Council interacts with "customers". These include the general public, ratepayers, elected members, stakeholders, etc. This is a significant piece of work that has been undertaken by staff and sets out a clear direction for improving the day to day interactions with people dealing with Council. The second area of work is the Information Services Strategic Plan. This deals with the technology and processes required to deliver what is required of Council in regards to reporting, communication, security, recording and the list goes on. To implement this will require significant resourcing and funding, however, to keep pace with ever increasing technology and demands, this is an important step forward. These are both fantastic initiatives and thanks go to all staff involved in this area to date.

Our Financial report in the order paper spells out Council's current financial position. We are beginning to see the impact of some of our capital expenditure, however, we are still behind some of our works programs in regards to the three waters area. Ms Devine will provide some analysis and explanation of the variances which will give members some insight to the reasons for these.

With our Long Term Plan discussions on the horizon, there will no doubt be significant debate on what to include and exclude from the "wish lists". With these discussions we should always keep in mind the affordability for our district. There are a number of large "have to do" projects already on our agenda which creates a challenge when thinking about other opportunities to continue moving our district forward. In saying that, I believe our district is in a strong position for growth into the very near future.

Nigel Belsham

Finance & Performance Committee Chair

Attachment 3

Council's three standing committees for the 2019-22 triennium

	Finance/Performance	**Assets/Infrastructure**	**Policy/Planning**
Chair	Cr Belsham	Cr Wilson	Cr Gordon
Purpose	To ensure robust and transparent management of the Council's finances and maximising performance	To ensure sustainable management of Council-owned assets/infrastructure which achieves compliance with government requirements and high community satisfaction	To ensure the Council has a comprehensive planning, policy and regulatory framework which reflects legislative requirements and builds resilient communities
Outcomes *The Council and the community are confident that…..*	- the Council's financial position and the delivery of Council services are (i) robust, (ii) readily accessible, (iii) are monitored and reported regularly and accurately, (iv) maximise efficiency from robust information systems, (v) reflect good practice, and (vi) compare favourably with councils of similar size and characteristics. - the rates <u>set</u> each year –	the Council's continuing investment in its infrastructure is clearly supported by – (i) accurate condition information and assessment, (ii) intelligent procurement, (iii) sound asset management practice, (iv) scheduled reviews of timeframes and priorities, and (v) informed understanding of present and future demand, in terms of legal requirements, economic activity and demographic projections.	- the Council's plans are developed openly with the District's communities, reflect agreed priorities and are effectively implemented. - the Council's policies and bylaws recognise and support the priorities of the District. - the Council's engagement with communities – (i) is robust, (ii) occurs collaboratively, (iii) secures support from external agencies including central government, and (iv) builds resilience.

	(i) are in accordance with Local Government (Rating) Act 2002 (i)(ii) are a fair representation of the cost and availability of services and facilities within the District, (ii)(iii) align favourably with the local government sector price index changes, (iii)(iv) avoid large differences between years, both for individual ratepayers and the District as a whole,[1] (iv)(v) do not result in material variations of payment by ratepayers in different area units.[2] • the District draws benefit from collaboration with other councils and agencies through demonstrable – (i) lower costs, (ii) improved services, and (iii) stimulus to the local economy	• opportunities for community management or ownership of Council facilities and local service contracts are thoroughly canvassed and implemented when demonstrably financially viable	• the Council looks for opportunities to protect the environment and to anticipate likely impacts on the District from climate change. • the Council is well informed of all relevant government legislation and policies, and endeavours to influence proposed changes to these where the interests of the District are significantly affected.
Terms of reference	1. Financial strategy	1. Infrastructure strategy 2. Asset management planning	1. *Annual Plan/Long Term Plan 2. Legislation and governance issues

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[1] This will be achieved by rates modelling for all properties (and the consequent availability of 'dummy' rates assessments).
[2] These are the Statistics New Zealand group of mesh blocks.

	2. *Statutory financial policies[3] 3. Oversight of Council budgeting and financial management 4. Investments and loans 5. Major contracts[4] – approval and subsequent monitoring 6. Regional collaboration/shared services with other councils 7. Economic development initiatives 8. Property sales, leases and licences to occupy 9. Forestry 10. Council-funded grant schemes[5] *Up to adoption	3. Council owned infrastructure • Water (including rural water supplies) • Sewage and the treatment and disposal of sewerage • Stormwater drainage • Consents management 4. Council roading and footpath network • Programme monitoring • Emergency works • New Zealand Transport Agency funding and requirements 5. Council owned facilities – • halls, toilets • parks, reserves, • swimming pools, community housing, • libraries, information centres • cemeteries 6. Solid waste management	3. *Statutory non-financial policies and statements 4. Consultation processes[6] 5. Governance-level policies (non-statutory) 6. Path to Well-being Initiative and other community development programmes 7. District Plan monitoring 8. *Bylaw development and review 9. Emergency management planning *Up to adoption
Delegations	Each Committee has the power to delegate to a sub-committee any authority or power to determine matters within its field of activity or responsibility, as covered by Section 32(3) of Schedule 7 of the Local Government Act 2002		
Exclusions	Matters prohibited under clause 32(1) Schedule 7 of the Local Government Act 2002 from being delegated: • the power to make a rate, • the power to make a bylaw,		

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[3] As prescribed by the Local Government Act 2002 section 101.

[4] Those exceeding the delegation to the Chief Executive to approve or where that delegation is not exercised.

[5] Currently the Community Initiatives Fund and the small projects grants made available to Community Boards and Community Committees.

[6] Section 76AA of the Local Government Act 2002 provides for a Significance and engagement policy.

	• the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan, • the power to adopt a long-term plan, annual plan or annual report, • the power to appoint a chief executive, • the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement, or • the power to adopt a remuneration and employment policy. Other matters to be dealt with directly by Council • Council's governance structure, standing orders etc., • Council representation on external bodies, • Remuneration to Elected Members (including allowances and reimbursement of expenses), • Delegations to the Chief Executive and other staff, • Submissions (and deliberation on submissions), • Petitions and Public Forum, • Recommendations from the Community Boards or any Council committee (including Te Roopu Ahi Kaa, the community committees and the rural water supply management sub-committees), • Liaison and agreements with Iwi • Reports from the Chief Executive on staffing, internal capability, process and system improvements, and other operational matters, • Responses made to any exercise of Ministerial powers of assistance and intervention[7] and • Any matter deemed necessary to be considered in a 'public excluded' meeting. Any resolution at any Committee which three or more Elected Members vote against and ask for their votes to be recorded *or* which the Chair rules (on the basis of advice from the Chief Executive) as being substantially different from any option presented in the officer's report – such resolutions to be recast as recommendations to the Council.

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[7] Local Government Act 2002, Part 10.

Adopted by Council, 31 October 2019: 19/RDC/….

Attachment 4

MEMORANDUM

TO:	Finance & Performance Committee
COPIES:	Council
FROM:	Jo Devine
DATE:	20 February 2020
SUBJECT:	**Financial Snapshot – January 2020**
FILE:	
Appendices:	Activity Performance Report for the 7 Months Ended 31 January 2020
	Capital Expenditure Report for the 7 Months Ended 31 January 2020

Activity Performance Report (Appendix 1)

1. Rates revenue is on track to budget at $13.470 million year to date, which is 2% above the budget of $13.143 million.

2. Subsidies and Grants is below budget by $3 million. Explanations for this include:
    a. Roading year to date revenue is $3.889 million versus a budget of $5.876 million, a variance of $1.987 million, this reflects the timing of capital expenditure, which is discussed later in this report.
    b. Halls year to date revenue is $0.5 million versus a budget of $1.039 million, a variance of $0.539 million. This relates to revenue to assist with the funding of the Bulls Community Centre. The net revenue from the sale of the Walton Street house will be recognised in March, the provision figure for this is $0.237 million. The full year budget provided for revenue from the sale of land and property in Bulls these are now forecasted for mid to late 2020 so may carry over to the next financial year.

3. Other revenue year to date is $2.1 million against a budget of $1.767 million, which is above budget by $0.333 million. This is a combination of the timing of revenue, for example dog registration which is received in the first quarter of the financial year, and the increase in demand for building and resource consents. It is expected that the other revenue will continue to track above budget for the balance of the financial year.

4. Personnel costs year to date is $2.916 million against a budget of $2.577 million, a variance of $0.339 million. This variance relates to the following: timing of the transition to a new Chief

Executive; increase in regulatory resources due to the increase in demand for consents; economic development was budgeted as operating expenditure while a portion was staff costs; and as part of the annual remuneration process, salaries were reviewed to ensure they were consistent with market for a rural regional local authority.

5. Other expense is on track to budget at $10.220 million year to date, which is 2% below the budget of $10.430 million.

6. Depreciation and amortisation year to date is $7.138 million, compared to a budget of $6.290 million, above budget by $0.848 million. This variance is a direct result of the depreciation impact of the revaluation of Three Waters and Roading assets by $86 million as at 30 June 2019 as part of the annual reporting process. This revaluation was required to be carried out a year earlier than forecasted due to the significant movement in asset values

Capital Expenditure Report (Appendix 2)

7. Capital expenditure is $6.539m million year to date compared to a year to date budget of $17.313 million. The capital budget has been evenly profiled over the year. Against an evenly spread budget capital expenditure is 60% below budget.

8. The major areas below budget are:
    a. Roading and Footpaths variance of $3.909 million predominately relates to the land acquisition for emergency work including the Turakina Valley Dropout. This work is planned to be completed this year.
    b. Water supply variance of $2.631 million relates to the Bulls Reservoir and Marton Dam Repair. The tenders for both Projects close on 28 February 2020. The combined full year budget for Marton Dam Repair and Bulls Reservoir is $2.765 million.
    c. Sewerage variance of $1.984 million relates to timing for the acquisition of land for the Marton to Bulls pipeline. The total budget in 2019/20 for Marton to Bulls pipeline is $2.7 million. It is expected that funding for this will be carried forward to 2020/21.
    d. Domains variance of $0.809 million predominately relates to the Taihape Memorial Park amenities block. It is expected that that funding for this will be carried forward to 2020/21.
    e. Storm water variance of $0.395 million relates to Wellington Road, Marton. This project will commence in March
    f. Swim Centres variance of $0.326 million predominately relates to the re-roofing and insulation of the Marton and Taihape Swim Centres. Currently an investigation of materials is being carried out to establish the most effective method for re-roofing and insulation.
    g. Waste Transfer variance of $0.285m directly relates to Putorino remediation. Costs have been incurred to date and a review of expenditure will be carried out this month to ensure costs have been correctly reflected against this project.
    h. Public Toilets variance of $0.280 million relates to the Follett Street and Centennial Park Toilets. These toilets are expected to be on site at the beginning of April.

9. The major areas above budget are:
    a. Halls variance of $0.150 million relates to the Bulls Community Centre.
    b. Libraries variance of $0.058 million relates to the timing of feasibility and detailed design for the new Marton Administration and Library Centre.

Treasury and Debt

10. At 31 January 2020 the Council had $4.076 million available for immediate needs, this equates to 1.6 months of expenditure. In addition the Council has two term deposits totalling $5 million with the latest maturing on 26 February 2020. Both term deposits will be reinvested for 35 and 60 days respectively.

11. Rangitikei District Council has not drawn down any debt in the 2019/20 financial year.   The debt balance at 31 January 2020 is $3.128 million.

    Recommendation:

    That the 'Financial Snapshot - January 2020' to the 27 February 2020 Finance/Performance Committee meeting be received.
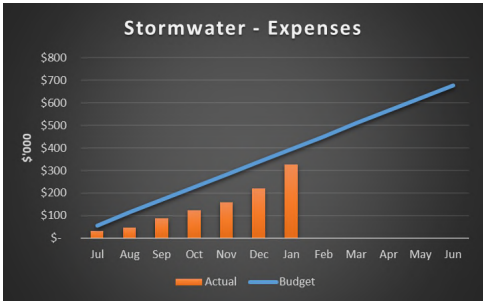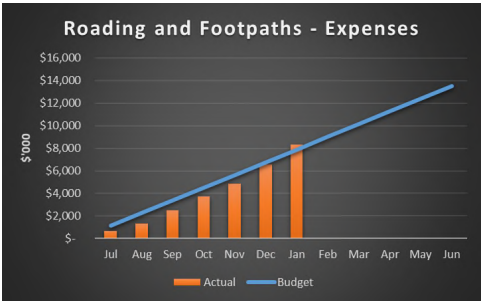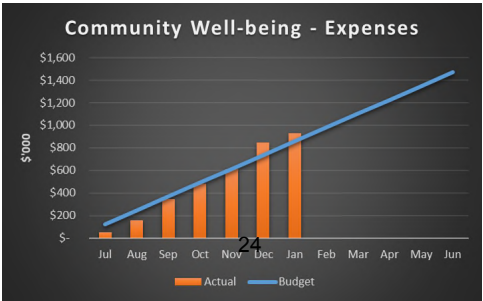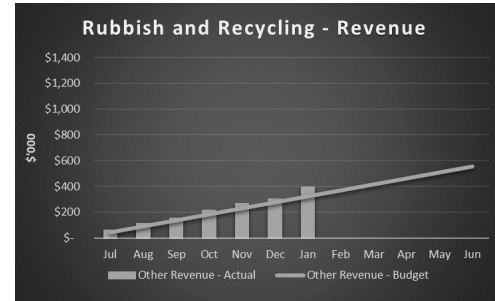

Jo Devine
Group Manager, Finance and Business Support

Appendix 1

Activity Performance Report for the 7 Months Ended 31 January 2020

Rangitikei District Council
Activity Performance Report
For the 7 months ended 31 January 2020

	2020 Budget YTD $000	2020 Actual YTD $000	Variance $ $000	Variance %
Revenue				
Rates Revenue	$ 13,143,012	$ 13,469,996	$ 326,984	2%
Subsidies & Grants	$ 7,533,327	$ 4,532,270	-$ 3,001,057	-40%
Other Revenue	$ 1,767,638	$ 2,100,328	$ 332,690	19%
Expenses				
Personnel Costs	$ 2,576,842	$ 2,916,504	-$ 339,662	-13%
Other Expenses	$ 10,430,022	$ 10,220,059	$ 209,963	2%
Depreciation & Amortisation	$ 6,290,060	$ 7,138,260	-$ 848,200	-13%
Net Surplus	$ 3,147,053	-$ 172,229	-$ 1,363,484	-43%

Whole of Council - Revenue

Whole of Council - Expenses

Community and Leisure Assets - Revenue

Roading and Footpaths - Revenue

Community Leadership - Expenses

Environmental and Regulatory Services - Expenses

Water Supply - Expenses

Environmental and Regulatory Services - Revenue

Community and Leisure Assets - Expenses

Rubbish and Recycling - Expenses

Sewerage - Expenses

Rubbish and Recycling - Revenue

Community Well-being - Expenses

Roading and Footpaths - Expenses

Stormwater - Expenses

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Appendix 2

Capital Expenditure Report for the 7 Months Ended 31 January 2020

Rangitikei District Council
Capital Expenditure
For the 7 months ended 31 January 2020

	2020 Budget YTD $000	2020 Actual YTD $000	Variance $ $000	Variance %
Roading and Footpath	$ 6,002,066	$ 2,092,258	-$ 3,909,808	-65%
Water Supply	$ 3,678,276	$ 1,046,550	-$ 2,631,726	-72%
Halls	$ 2,225,909	$ 2,376,433	$ 150,524	7%
Sewerage	$ 2,220,750	$ 236,607	-$ 1,984,143	-89%
Domains	$ 911,869	$ 102,443	-$ 809,426	-89%
Stormwater	$ 612,500	$ 246,771	-$ 365,729	-60%
Swim Centres	$ 361,669	$ 35,483	-$ 326,186	-90%
Waste Transfer	$ 285,950	$ -	-$ 285,950	-100%
Public Toilets	$ 280,315	-$ 219	-$ 280,534	-100%
Libraries	$ 212,919	$ 270,976	$ 58,057	27%
Fleet Managment	$ 247,695	$ 75,095	-$ 172,600	-70%
Cemeteries	$ 127,169	$ 7,952	-$ 119,217	-94%
Business Groups	$ 87,500	$ 13,151	-$ 74,349	-85%
Community Housing	$ 58,331	$ 35,716	-$ 22,615	-39%
Total	**$ 17,312,918**	**$ 6,539,216**	**-$ 10,773,702**	**-62%**
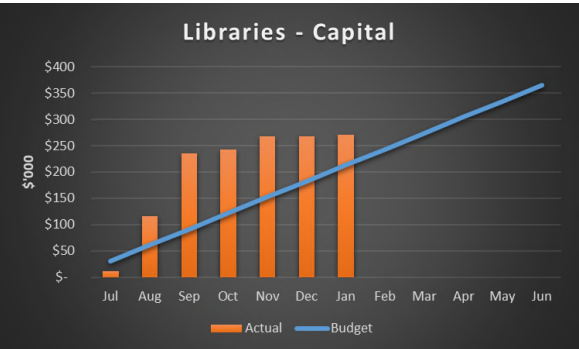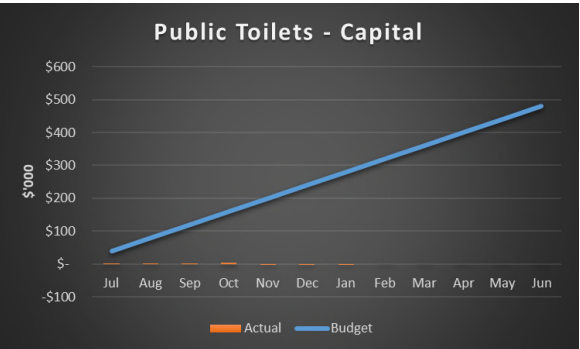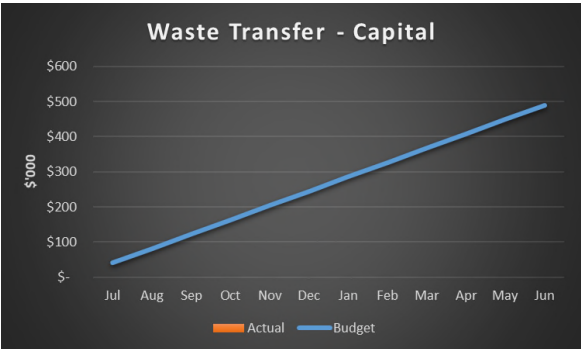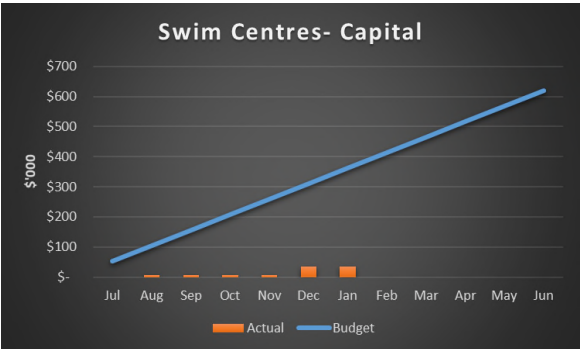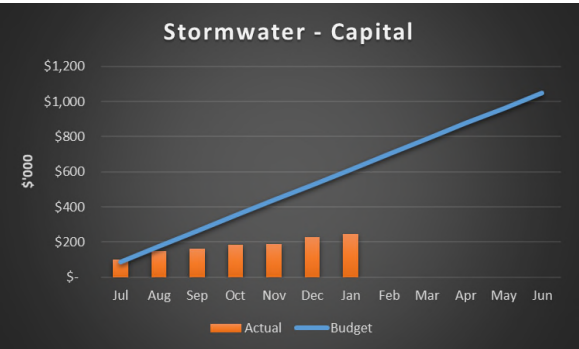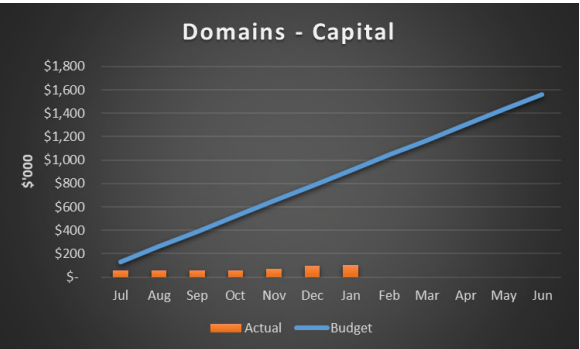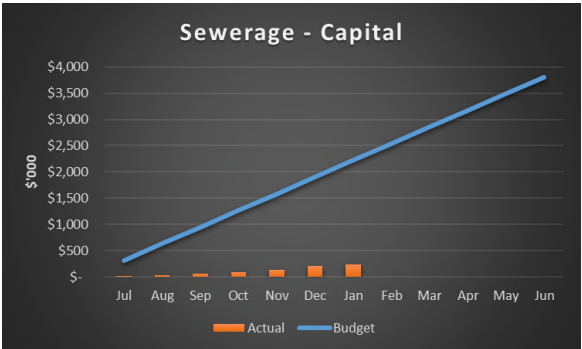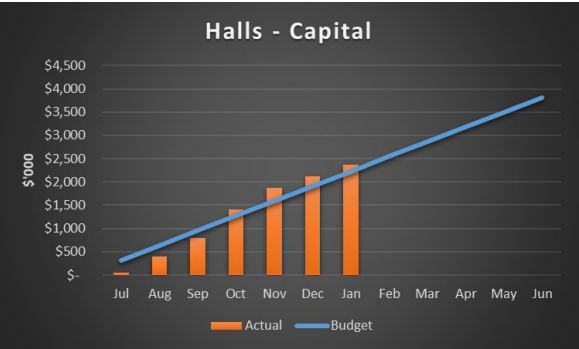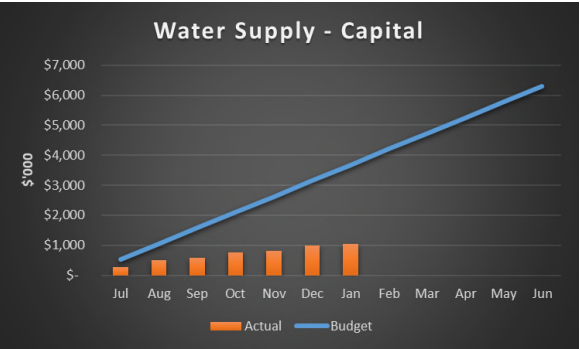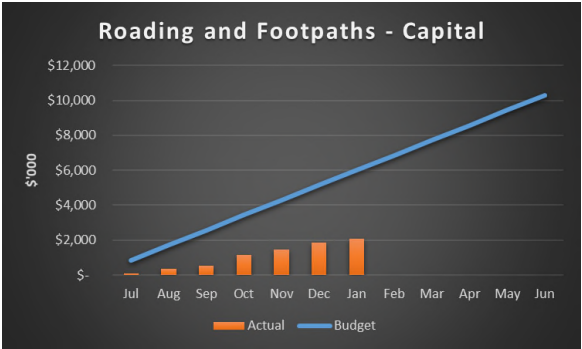
Attachment 5

Property Sales - Annual Report 1 January - 31 December 2019

Last sale Date

Y Q M W D
Year

2019 - 2019

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Total Sales by Valuation Roll Area

Marton Urban	Hunterville ...	Bulls Rural ...	Bulls Ur...
$57,945K	$21,961K	$21,235K	$17,210K

Northern Area / Taihape Rural	East Marton	North M...	Turaki...
	$15,018K	$10,239K	$8,178K
	Taihape Urban	Whan...	Man...
$32,145K	$13,627K	$4,902K	Tura...

Total Sales by Month

- $4M — January
- $13M — February
- $12M — March
- $23M — April
- $30M — May
- $27M — June
- $10M — July
- $9M — August
- $21M — September
- $21M — October
- $22M — November
- $17M — December

Total Sales by Rating Category Group

100%

Residential	$96M
Pastoral	$66M
Lifestyle	$20M
Dairying	$10M
Forestry	$4M
Commercial	$4M
Other	$2M
Specialist	$2M
Industrial	$2M
Horticulture	$1M
(Blank)	$0M
Utilities	$0M

0.4%

Average Sale Price and Average Capital Value by Valuation Roll Area

● Average of Last Sale Price ● Average of Capital Value

- Whangaehu: $1.2M / $0.82M
- Northern Area ...: $1.2M / $0.87M
- Bulls Rural / N...: $0.9M / $1.49M
- North Marton ...: $0.9M / $1.16M
- Hunterville / N...: $0.8M / $0.50M
- East Marton: $0.7M / $0.59M
- Turakina / Rural: $0.5M / $0.60M
- Bulls Urban: $0.3M / $0.10M
- Marton Urban: $0.2M / $0.17M
- Turakina Beach...: $0.2M / $0.13M
- Taihape Urban: $0.2M / $0.12M
- Mangaweka Vil...: $0.2M / $0.11M
- Hunterville Urb...: $0.1M / $0.06M
- Ratana Village: $0.1M

Median Line 1: $411.40K

Total Sales

528

Count of Last Sale Price

Total Sales

$208M

Last Sale Price

*For this report Property sales > $1000 has been calculated

Property Sales - Annual Report 1 January - 31 December 2019

Total Sales by Valuation Roll Area

100%

Area	Value
Marton Urban	$58M
Northern Area / Taihape Rural	$32M
Hunterville / Northern Area Rural	$22M
Bulls Rural / North Bulls	$21M
Bulls Urban	$17M
East Marton	$15M
Taihape Urban	$14M
North Marton Rural	$10M
Turakina / Rural	$8M
Whangaehu	$5M
Mangaweka Village	$2M
Turakina Beach / Koitiata	$2M
Hunterville Urban	$2M
Ratana Village	$0M

0.1%

Last sale Date

Y Q M W D

Year

2019 - 2019

05 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Total Sales by Valuation Roll Area (Sum)

Sales by Month (Sum)

$30M
$20M
$10M
$0M

$3,874K
$12,818K
$12,191K
$23,295K
$29,605K
$26,824K
$9,781K
$8,525K
$20,802K
$21,325K
$21,687K
$17,319K

Median Line 2: $19.06M

January February March April May June July August September October November December

Sales by Month (Count)

Month	Count
January	16
February	40
March	50
April	54
May	58
June	51
July	37
August	35
September	35
October	43
November	58
December	51

29

Property Sales - Quarterly Report from 1 October - 31 December 2019

Last sale Date

Y Q M W D
Month

Oct 2019 - Dec 2019

2020
Q3 Q4 Q1
May Jun Jul Aug Sep Oct Nov Dec Jan Feb

Total Sales by Valuation Roll Area

| Marton Urban | Bulls Rural / North B... | Bulls Urban |
| $15,826K | $9,199K | $6,357K |

| Northern Area / Taihape Rural | Taihape Urban | Hunterv... | Nort... |
| $12,180K | $4,812K | $2,661K | $2,048K |

| East Marton | Mangaw... |
| $3,301K | Turakina... |

Total Sales by Month

$20M
$15M
$10M
$5M
$0M

$21M (October) · $22M (November) · $17M (December)

Total Sales by Rating Category Group

100%

Residential	$30M
Pastoral	$19M
Lifestyle	$8M
Industrial	$1M
Commercial	$1M
Other	$0M
Forestry	$0M

1%

Average Sale Price and Average Capital Value by Valuation Roll Area

● Average of Last Sale Price   ● Average of Capital Value

$1M
$0M

$1.4M, $0.9M, $0.6M, $0.5M, $0.4M, $0.4M, $0.3M, $0.3M, $0.3M, $0.3M, $0.2M, $0.2M, $0.1M

Median Line 1 $317.86K

$1.00M, $0.20M, $0.45M, $0.34M, $0.21M, $0.28M, $0.17M, $0.18M, $0.16M, $0.17M, $0.13M, $0.08M

Northern Area ... · Bulls Rural / N... · East Marton · North Marton ... · Whangaehu · Hunterville / N... · Bulls Urban · Turakina Beach... · Marton Urban · Turakina / Rural · Mangaweka Vil... · Taihape Urban · Hunterville Urb...

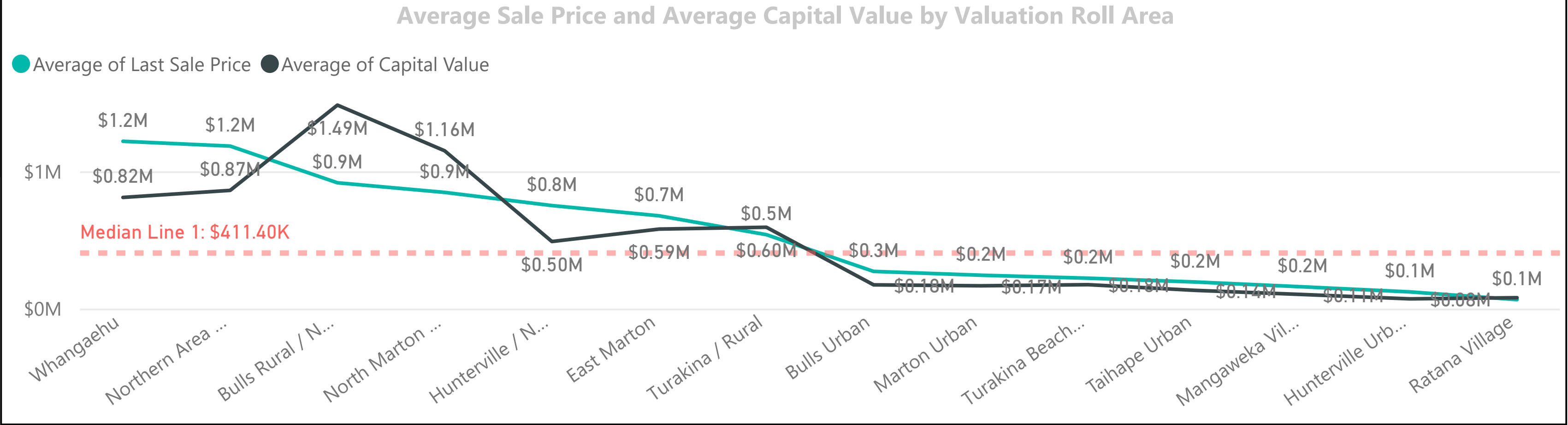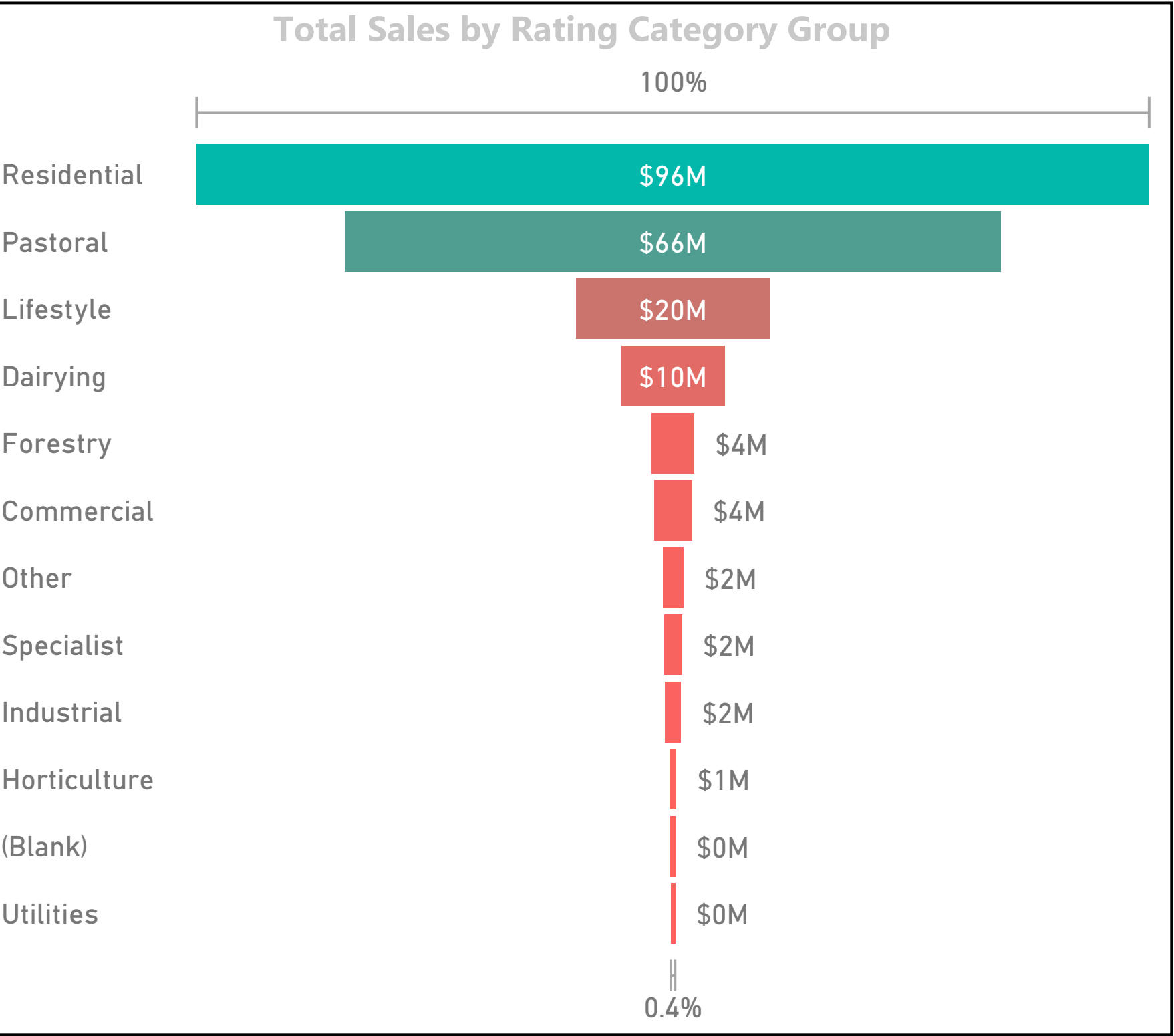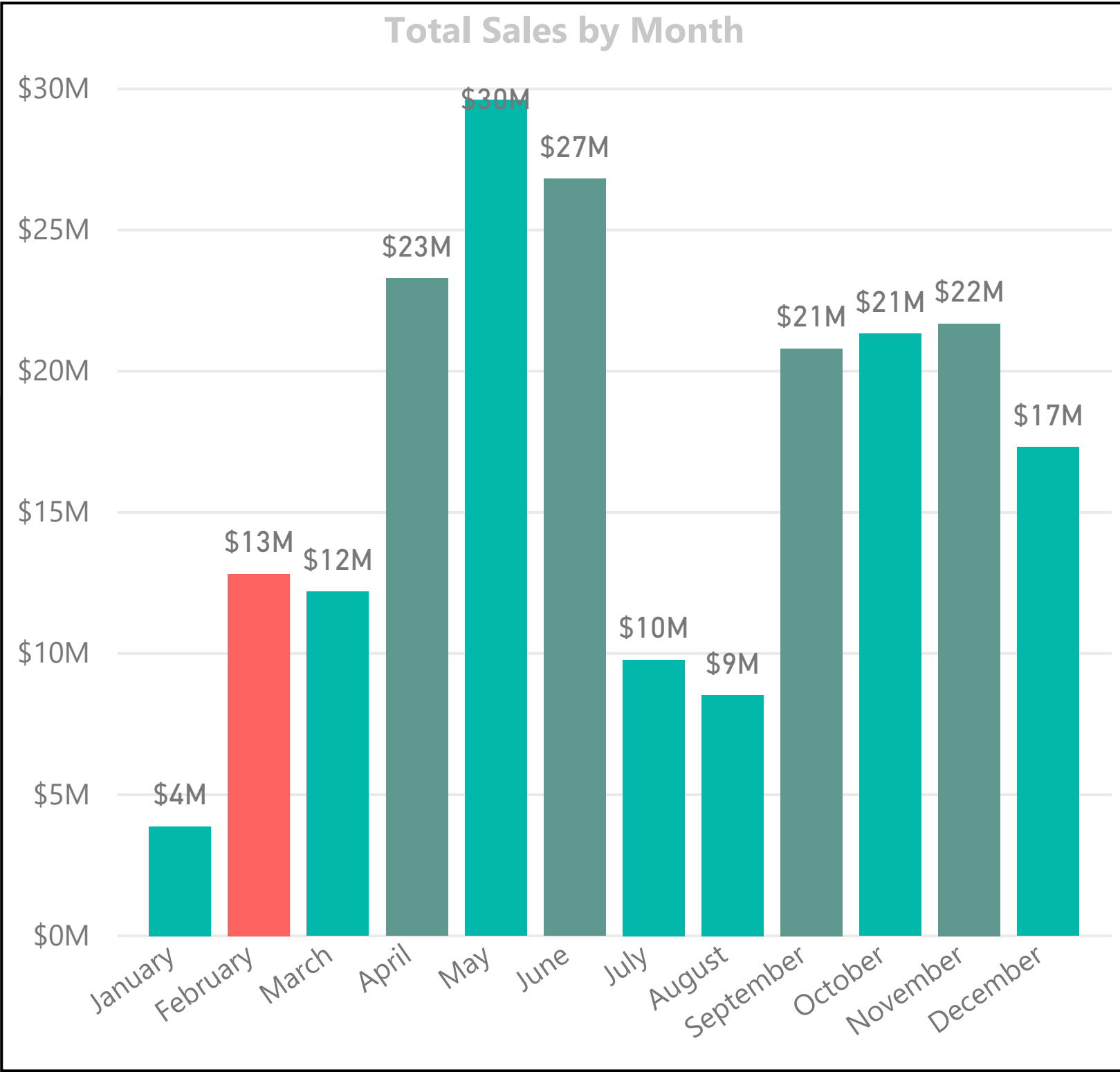## Total Sales

152

Count of Last Sale Price

Total Sales

$60M

Last Sale Price
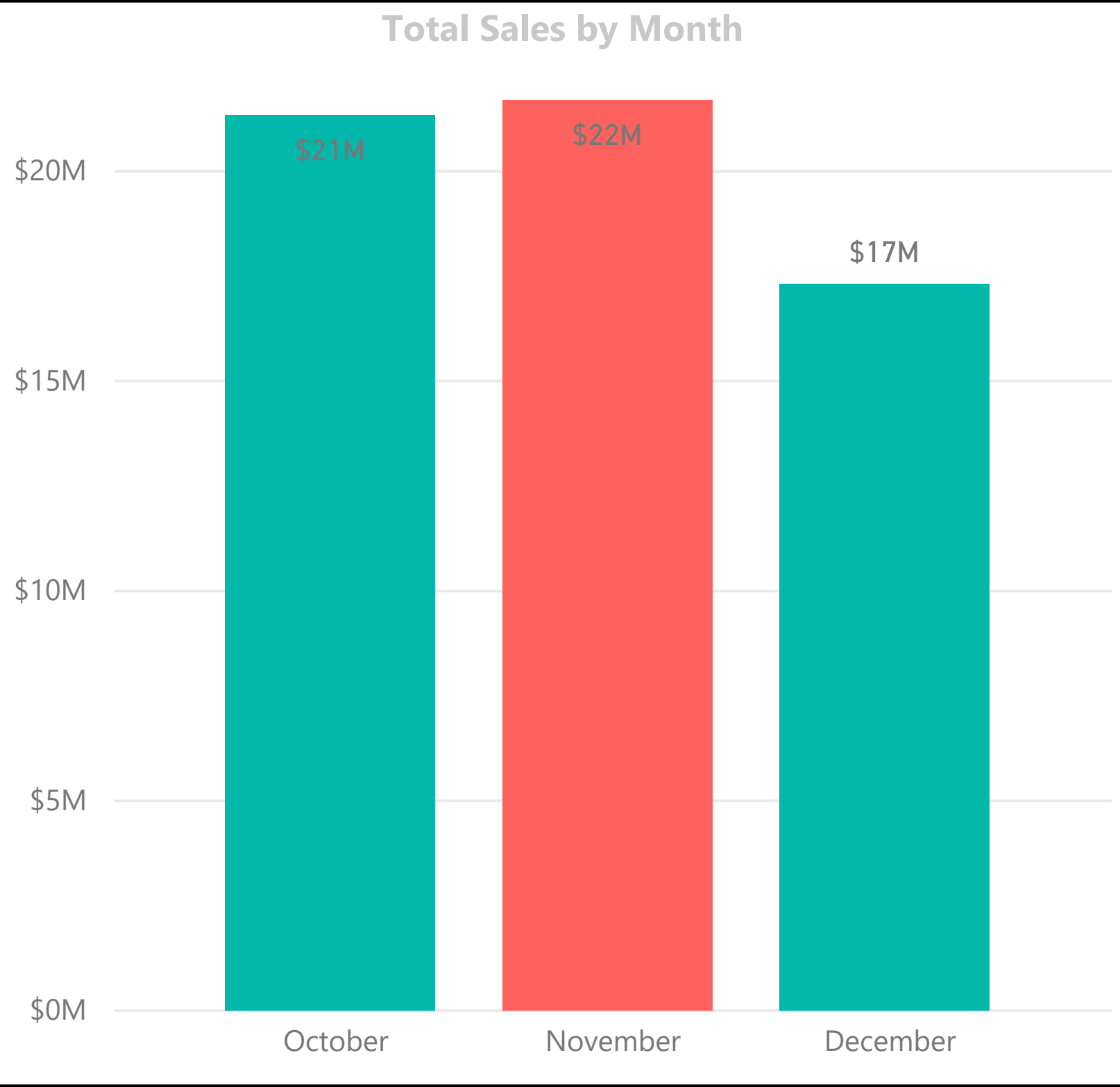
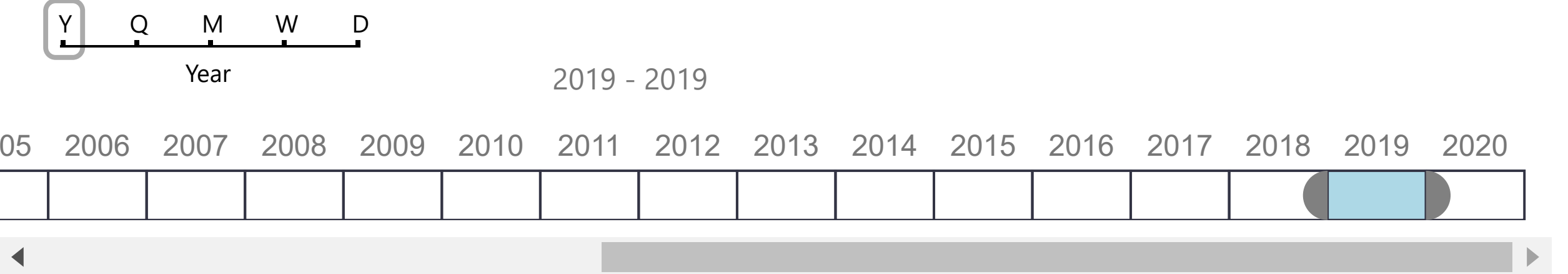*For this report Property sales > $1000 has been calculated

Page 3

30

Property Sales - Quarterly Report from 1 October - 31 December 2019

Total Sales by Valuation Roll Area

100%

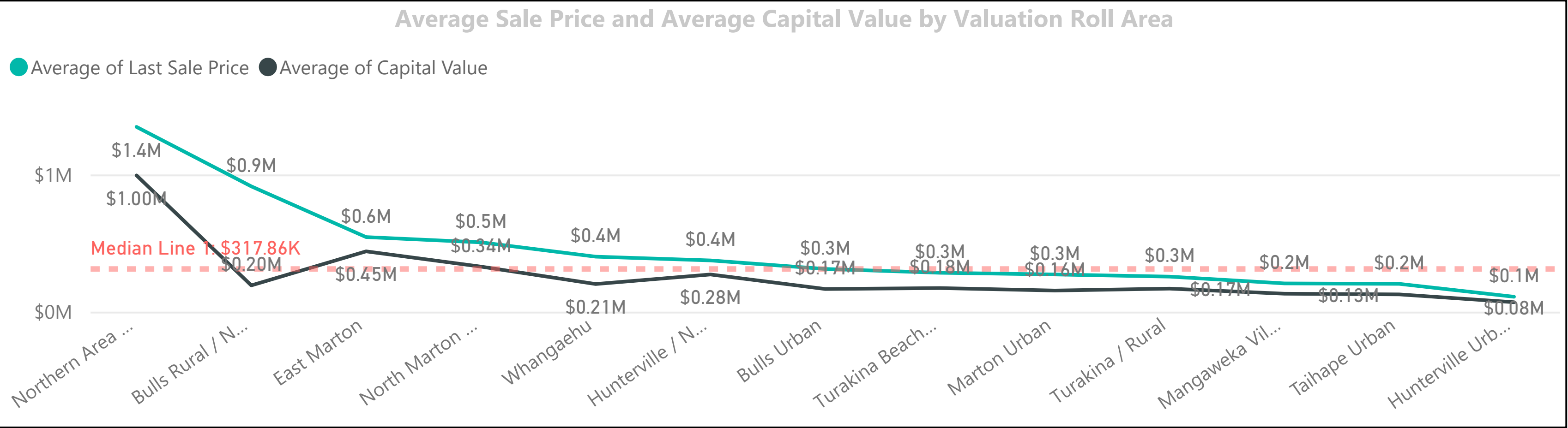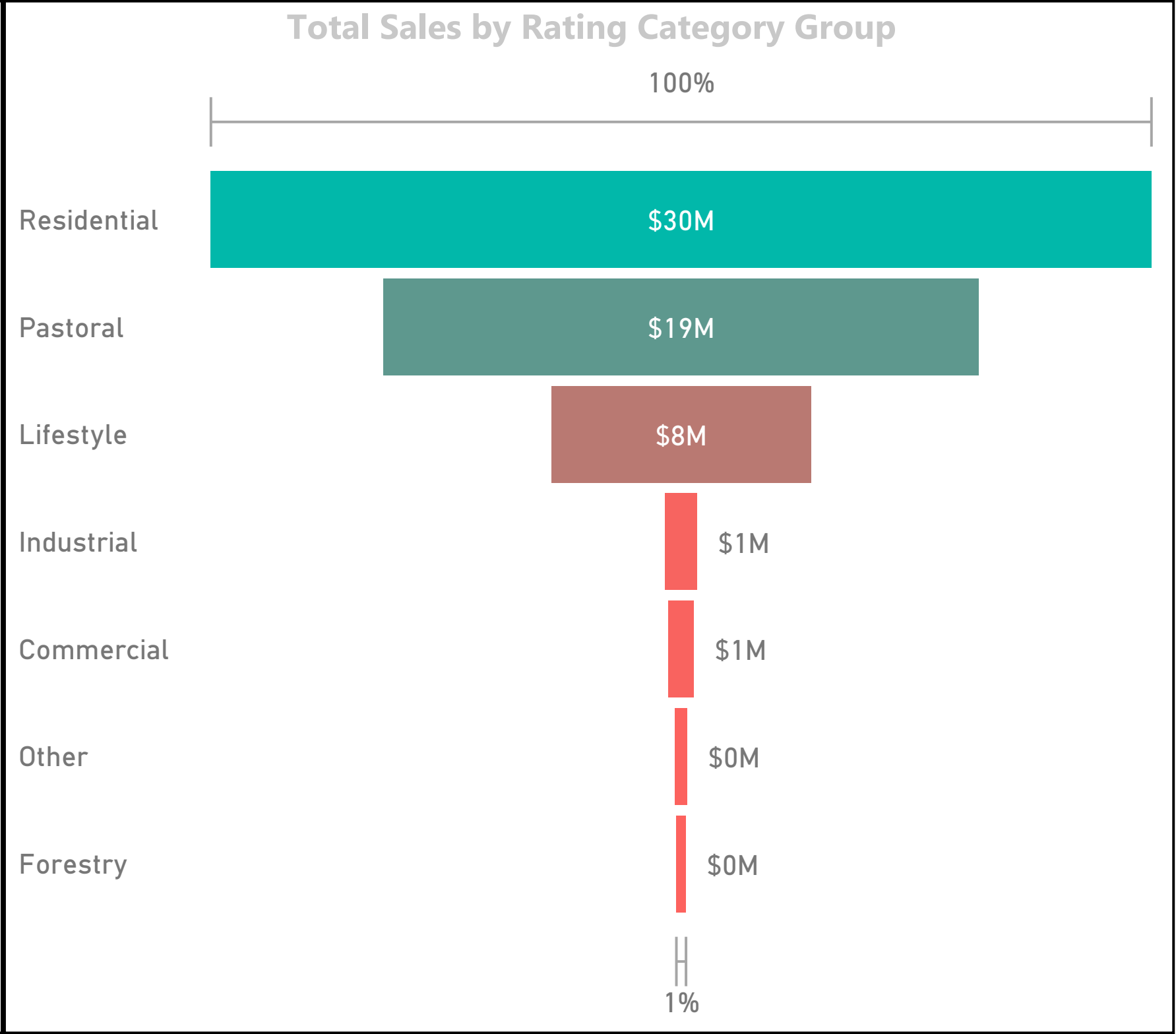| Area	Value
Marton Urban	$16M
Northern Area / Taihape Rural	$12M
Bulls Rural / North Bulls	$9M
Bulls Urban	$6M
Taihape Urban	$5M
East Marton	$3M
Hunterville / Northern Area Rural	$3M
North Marton Rural	$2M
Mangaweka Village	$1M
Turakina / Rural	$1M
Whangaehu	$1M
Turakina Beach / Koitiata	$1M
Hunterville Urban	$0M

1.5%

Y Q M W D
Month

Oct 2019 - Dec 2019

2019 — Q1 Jan Feb Mar | Q2 Apr May Jun | Q3 Jul Aug Sep | Q4 Oct Nov Dec | 2020 Q1 Jan Feb
Nov Dec

Total Sales by Valuation Roll Area (Sum)

Sales by Month (Sum)

$22M
$21,325K
$21,687K
$21M — Median Line 2: $21.33M
$20M
$19M
$18M
$17,319K
$17M

October November December

Sales by Month (Count)

Month	Count
October	43
November	58
December	51

31

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Attachment 6

CUSTOMER EXPERIENCE STRATEGY

DECEMBER 2019

FINAL V 1.0

FOREWORD

By putting customer requirements at the heart of all services provided Council's are able to better deliver on the overarching purpose of the Local Government Act and direct services where they are needed most.

Customer experience is an output of every interaction stakeholders have with an organisation - and given Council's impact every visitor, resident and ratepayer it is imperative the customer experience is a focus for Rangitikei District Council.

INTRODUCTION

A strategic approach to Customer Experience will empower, enable and track the Council's ambition to deliver a consistently positive customer experience from 2020 and beyond.

This strategy describes how to close the gap between the current state and desired future state through the use of planned and prioritised initiatives.

To successfully deliver this programme of work it is imperative that the required funding and resources are secured and assigned, as noted in the supporting 'implementation and change plan' document.

Isis Farrelly

Director - Project Evolve

Customer Experience Overview

ACHIEVE PURPOSE OF LOCAL GOV.

Customer experience enables Council to direct resources and provide services to meet the needs of the community

REDUCE COMPLAINTS & NEGATIVE PERCEPTION

Council's waste valuable time, money and resource in 'damage control' when the customer experience is 'negative'

LIFT PRODUCTIVITY

Customer insight enables Council to improve the efficiency and effectiveness of processes - lifting overall productivity and customer satisfaction

IMPROVE STAFF MORAL

By providing training and support to staff they have the capability to perform their role with excellence, knowing they are making a positive difference in their community

BRING COUNCIL VISION TO LIFE

If your customers do not feel the experience provided meets your vision, you have not achieved it.

Customer Experience is the product of an interaction between a customer and an organisation, and this can be positive, neutral or negative.

▶The customer experience is impacted by several components, including:

   ▶**People:** capability, engagement, communication

   ▶**Product/Services:** range, information, quality

   ▶**Process:** effective, efficient and customised

   ▶**Place:** access, location, amenities, cleanliness

   ▶**Price:** transparency, options, perceived value

3
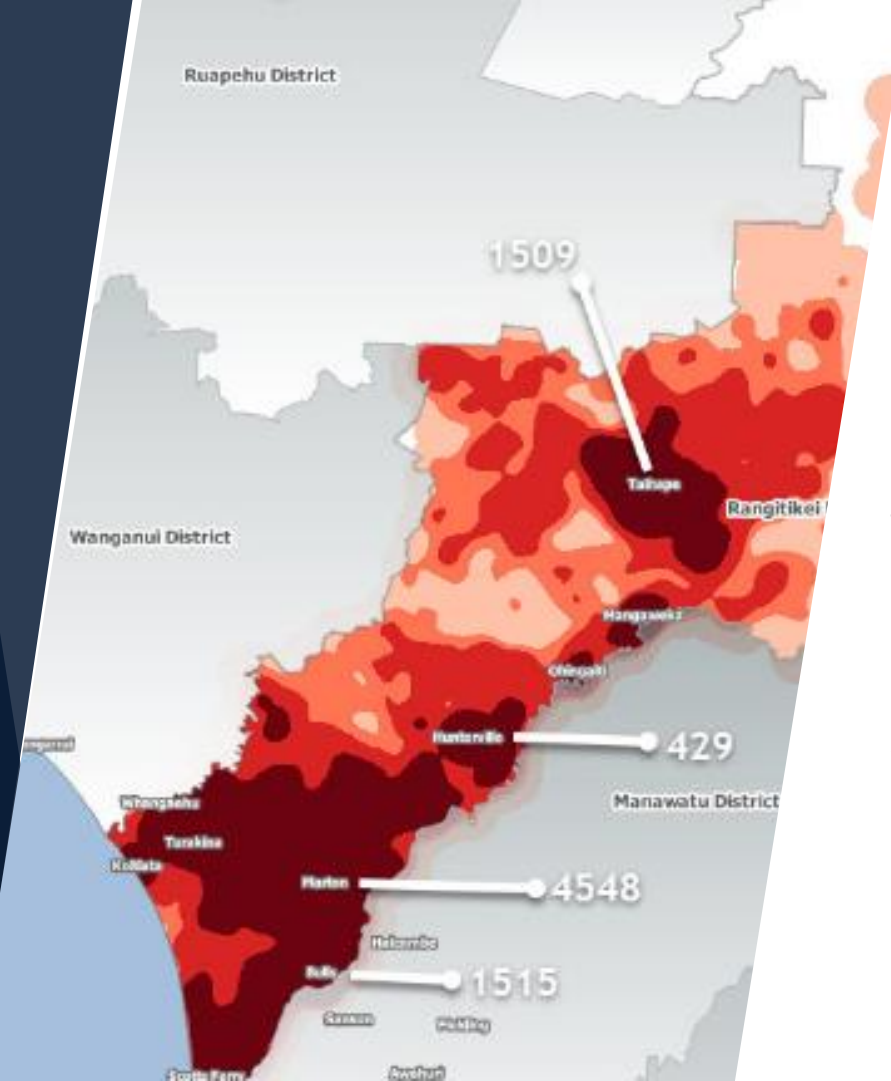
RDC Council covers a vast geographical area, with several satellite services throughout.

This provides a unique challenge, in that RDC needs to strike a balance between providing a personalised customer experience to its predominantly rural community, whilst also ensuring a consistent and professional level of service is delivered.

Common Customer Types

Elderly resident

Reason for visit
Physically pay invoice
Meet expectations
Ability to pay in person and receive receipt
Exceed expectations
Remember their name and have a short chat

Dog Owner

Reason for visit
Fee enquiry and complaint
Meet expectations
Provide information and resolve query
Exceed expectations
Opportunity for fee reduction or removal of penalty (difficult)

Business Owner

Reason for visit
Compliance. Consent queries
Meet expectations
Efficient and simple service
Exceed expectations
Single point of contact.
Support economic development
Self-service and access to information

Farmers

Reason for visit
Rates. Dogs. Building
Meet expectations
Immediate and efficient service
Exceed expectations
Awareness of online services.
Single point of contact

Passing-through tourists

Reason for visit
Toilets. Motorhome facilities
Meet expectations
Clean and accessible services
Exceed expectations
Awareness of additional activities or services e.g. walking tracks, events

Rangitikei Youth

Reason for visit
Grants and events
Meet expectations
Aware of available support from Council
Exceed expectations
Permanent facilities and events

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Common Customer Types

Community Advocates/Developers

Reason for visit
Request support and assistance from Council for community projects or developments

Meet expectations
Guide and expedite processes

Exceed expectations
Connect to services/ groups who can assist

Samoan Community

Reason for visit
Booking halls and parks
Citizenship

Meet expectations
Easy to digest information

Exceed expectations
Representation of the Samoan language and/or point of contact within Council

Councillors

Reason for visit
 Council Meeting / Projects / Events

Meet expectations
Efficient and easy to access services / documents

Exceed expectations
Make it easier to find information

Families

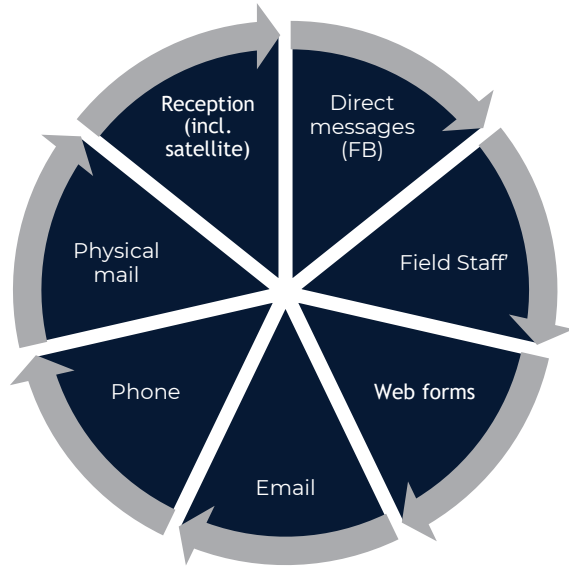**Reason for visit**
Minimal interaction.

Meet expectations
Efficient and easy services

Exceed expectations
Online services/self-service
Awareness of Council services for families e.g. parks, events

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Customer Channels

There are both reactive (customer initiates contact) and proactive (Council initiates contact) channels available:

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Project Deliverables

RDC has undertaken a Customer Experience project to identify opportunities to close the gap between the current state and the desired future state.
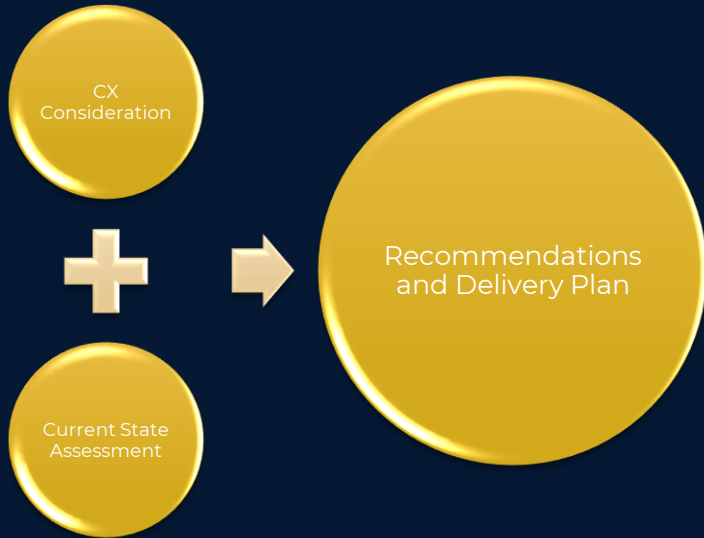
Current State Assessment	An independent assessment of the current customer experience across Council touchpoints. This includes identifying: •What is working well •Areas of concern and opportunity •Risk identification
CX Considerations	Present CX 'best-practice' principles Collate and present CX case studies for consideration
Recommendation	Provide a recommendation on how best to close the gap between the current and desired future state. Prioritise initiatives based on the 'impact' and 'ease' of delivery
Delivery Plan	Prepare a roadmap/project plan to support the delivery of the initiatives. Components of the plan include: • Scope and deliverables • Resource (effort and indicative investment) • Road map/schedule • Governance

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From the review process there are 8 recommendations

1. Reactive Channels - Customer service

2. CX policy and procedure

3. Customer relationship management tool

4. Leverage the website

5. Proactive communication exceed expectations

6. Request for service across all channels

7. Refresh and redesigned reception

8. Brand alignment of Council services

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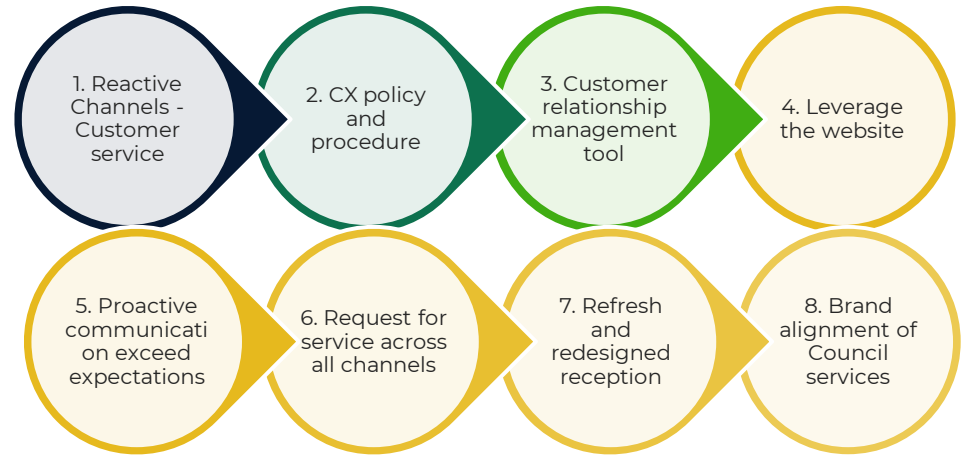
Recommendation and Initiatives

1.0 Reactive channels through customer service

To better manage the quality and consistency of the customer experience – and reduce the impact/effort on non-customer facing staff - redirect the reactive customer channels through a dedicated customer service team (versus spread across the business)

Recommendation	Action
Redirect channels *Redirect reactive customer channels through the customer service team*	Review and confirm channels to be redirected
	For channels to be redirected: Redesign process by channel
	Adjust roles and responsibilities
	Amend technology systems as required e.g. phones, email addresses
Introduce first contact resolution *Introduce the principal and supporting measure of 'first contact resolution', meaning the business attempts to resolve the majority of queries (common customer service target 70-80%) by the person who first receives the request.*	Identify common enquiries across reactive channels
	Provide training on first contact resolution
Knowledge base *This will need to be enabled through the development of a 'knowledge base' system to ensure customer service staff have the relevant information required.*	Develop central 'hub' for information to be stored
	Collate information from website and business as required
Retain and expand channels *Retain the existing channels that are available and continue to identify and assess new options that may suit stakeholder requirements.*	Identify and assess potential channel additions

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Recommendations and Initiatives

2.0 CX policy and procedure

Policy and procedures provides clear direction to staff and can be used as both a training and performance tool. They give the customer and business comfort that customer contact will be handled in a consistent and quality manner

Recommendation	Actions
Develop & Implement *Develop policy and procedure documents across all RDC customer channels, including for both reactive (priority) and proactive communication. The policy and procedure documents need to specify:* • *Process* • *Minimum service standards* • *Protocols e.g. handshake transfer* • *Timeframes* • *Scripts* • *Escalation points* *These documents should be readily available in the 'knowledge base' and developed so they are easily accessible to the business*	Confirm channels in scope
	Write policy and procedure documentation
	Roll out, including providing training, to affected staff
	Store in 'knowledge base'
Governance and support Once implemented, compliance with the policy and procedure should be measured, and additional support provided as required.	Assign role and responsibility
	Arrange process to assess compliance e.g. mystery shop
Performance Review - Cultural Change To support the cultural change of making the customer experience 'front of mind' for all staff, introduce the existing 'Our Customer Commitment' into all job descriptions and include this as part of the performance review process	Review staff performance against the customer commitment during the year – as per agreed HR processes.

Recommendations and Initiatives

3.0 Request for service (RFS) across all channels

"Request for service' workflow systems can provide several benefits, including

▶ Reduction in human error i.e. missed or unresolved requests

▶ Consistent and timely response

▶ Insight into request types received enabling the business to proactively provide information to reduce request volume
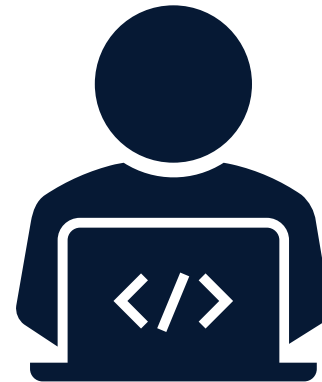
Recommendation	Actions
Develop & Implement *Enter all requests for services that are not resolved at first point of contact into the MagiQ RFS system - including customer complaints and after hour requests received.* *The way in which requests are captured needs to meet the Department of Internal Affairs requirements.*	Confirm channels in scope for the RFS system
	Map enquiry type and cross-reference against existing templates to identify required system changes
Governance and support *Assign the responsibility of governance and support of the RFS system to the appropriate role. Their duties are to ensure:* *There is a policy and procedure relating to the requests entered and the supporting process*	Assign role and responsibility
	Develop policy and procedure documentation
The system is configured as required e.g. template types, staff details, workflow compliance with the policy and procedure. This should be measured, and additional support provided as required.	Reconfigure system as required
Compliance with policy is measured and variance to this managed	Compliance measures implemented e.g. reporting, mystery shop

Recommendations and Initiatives

4.0 Customer relationship management tool

Knowledge about your customer enables you to provide a higher quality of service given you are aware of their history with the organisation and have access to information about the customer, including personal details.

Recommendation	Actions
CRM Tool *Introduce, or expand an existing CRM system and ensure all relevant Council services and staff have access to this - including satellite offices*	Confirm requirements
	Contact MagiQ to understand the functionality of existing NAX tool within the RFS software against the requirements identified
	Business decision - use NAX or implement separate CRM tool

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Recommendations and Initiatives

5.0 Leverage the website

▶It is likely that the number of customers who prefer to use the website to receive information or service will to grow, especially in rural and remote areas.

▶The website channel offers the following benefits to both the business and the customer:

- ▶ Accurate, consistent and complete information

- ▶ Information provided in an easy to understand customer-centric manner

- ▶ Reduction in resource required to manage reactive customer enquiries

- ▶ Make information available 24/7

Recommendation	Actions
RFS Insight Once the RFS recommendation is implemented the data can be used to inform website layout and content e.g. frequently requested information can be 'brought forward' on the website wireframe. *NB: This currently being trialled with the 'fix-it' form*	Pull report on request types at an agreed frequency and cross-reference against website site map
Directing enquiries Customers can be directed to the relevant page of the website to ensure the information provided is accurate and complete	Build into policy and procedure documentation *E.g. Automatic phone response "Check out our website at XXX for information on commonly asked questions"*
Knowledge Base Use the website as the foundation for the knowledge base recommended as part of the 'first contact resolution' recommendation.	Insert links from the website into knowledge base as required 14

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Recommendations and Initiatives

6.0 Proactive communication to exceed expectations

Proactive communication is an effective way to reduce reactive interactions with an organisation, improve the customer experience and increase the awareness and knowledge about the services and associated benefits of your organisation.

Social media has created an effective and cost-effective channel, however, to meet different customer demands a range of channels should be used e.g. print, website etc.

Recommendation	Actions
Proactive Policy *Develop and distribute a policy that all proactive communication designed to be distributed to more than three external stakeholders must be either prepared or approved by the Marketing and Communication Department, to ensure alignment to brand standards and opportunities for proactive information sharing are identified.*	Create and distribute policy
Customer type enquiry *Review and amend (where applicable) the existing Communication Strategy with key messages and proactive measures to meet the customer type expectations.*	Review and amend (where applicable) the existing Communication Strategy with key messages and proactive measures to meet the customer type expectations.

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Recommendations and Initiatives

7.0 Refresh and redesign reception

The Marton office is the main reception for the RDC.

It has been agreed by the Council to move the existing RDC offices to the main street, however a date for this has not yet been set. As part of this, the reception area will be redesigned using guiding principles e.g. multi-use spaces.

A customer-centric office:

- Informs customers about the company history and scope of services

- Design the space in line with brand standards

- Should be free from clutter, and everything displayed is in excellent condition

Recommendation	Actions
Short term refresh *Review the reception area with a fresh set of eyes to identify cost-effective and easy to implement improvements which can be made to the appearance prior to the relocation.*	Identify what can be tidied, removed from public view Ensure all signs and materials are in line with brand standards.
Long term redesign *As part of the move, design the customer service/reception space to maximise CX delivery*	Develop principles and pending available funds, engage the services of a specialist provider to design and install a customer focused reception

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Recommendations and Initiatives

▶**8.0 Brand position of council services**

Brand alignment refers to the association something has with the 'parent' brand.

Often, businesses will consciously decide this level of association of the 'child' service or facility to determine if they are subject to having access and adhering to the parent's business model e.g. access to staff, adherence to policy and procedure, unified software solutions etc.

RDC supports and/or operates several additional services and facilities within the region.

Recommendation	Actions
Map RDC services and facilitie	Create an accurate and complete list of all RDC services and facilities
	Decide if the service should, or should not have association with the 'parent' brand
Implement brand alignment	Implement changes across services and facilities as required

Measuring CX Performance

When the business begins to implement the prioritised initiatives within the strategy it is also recommended to begin to measure and review KPIs to assess performance now and into the future.

A list of suggested KPIs can be found below:

- ▶ % of enquiries by channel
- ▶ # of enquiries by channel
- ▶ # website visits
- ▶ Call abandonment rate
- ▶ Call answering times
- ▶ First contact resolution
- ▶ Request for service received
- ▶ Request for service outstanding

These measures should be governed by the role assigned to oversee all reactive customer channels, and escalation procedures be agreed for when measures are underperforming.

In the short to medium term it is recommended that these measures be available to the CEO and RDC's Management team to ensure appropriate support and governance is provided.

Measuring performance provides valuable information to the business to enable insight driven decisions to improve the CX.

Thank You

Please see the supporting
‘Implementation and
Change Plan’ for further
details on the resource,
funding, delivery schedule
and change management
required to successfully
deliver this strategy

www.projectevolve.co.nz
hello@projectevolve.co.nz
Isis Farrelly – Director
0272688185

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Attachment 7

INFORMATION SERVICES STRATEGIC PLAN

DECEMBER 2019

FINAL V 1.0

1

FOREWORD

We live in an information age in which the value, timeliness and ease of access to information is critical to our ability to deliver tasks and make informed business decisions resulting in improved outcomes for our community.

To achieve this, Rangitikei District Council (RDC) must create an innovative, modern, and agile Information Services environment, underpinned by a comprehensive strategy and implementation plan.

INTRODUCTION

This strategy describes how to close the gap between RDC current state and desired future state using planned and prioritized initiatives. In developing this Information Services Strategic Plan, Project Evolve worked with RDC's internal stakeholders to create strategy-driven initiatives.

To successfully deliver this programme of work RDC will need to ensure resource and funding is secured, as set out in the supporting 'ISSP Implementation plan'.

Isis Farrelly
Director - Project Evolve

Expected Project Benefits

Resilient

Secure

Prioritized

Delivery Model

Change Plan

LTP Funding

➡ Prior to the commencement of the ISSP project the business identified and agreed the expected project benefits. These include:

➡ **Resilient:** Information systems that enable RDC to operate both in normal and emergency conditions

➡ **Secure:** Protects information from security breaches

➡ **Prioritised:** Initiatives prioritised to determine order of delivery

➡ **Delivery Model:** Specifies the delivery model / resourcing requirements

➡ **Long Term Plan (LTP) Funding:** Investment determined and allowed for in the LTP

➡ **Change Plan:** Communication and engagement plan to support successful implementation

Components of the ISSP

PEOPLE

TECHNOLOGY

PROCESS

4

TECHNOLOGY

Tools to deliver business excellence

5

▶ Hardware

Current State

Currently there is no standardization across the business for items such as laptops and phones and these are instead organized on a case by case basis. A hardware inventory register is available; however this does not include a supporting upgrade schedule.

There are a number of field roles that do not have fixed or mobile hardware solutions, meaning they are required to complete paper-based processes e.g. timesheets, and they do not have access to RDC intranet.

The fixed line phone system is a Mitel 330. It is approximately 10 years old and is currently still supported, however functionality is limited.
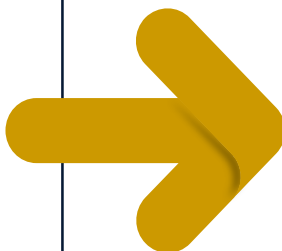
Future state

Standardization and replacement

Hardware is standardized across the business based on role type and requirement.

This hardware is supported by an upgrade schedule with supporting funding.

Mobile solutions

A hardware solution is in place for field staff so as to remove data entry and to connect them to Council software.

Cloud-based phone solution

RDC has a phone solution that is cloud based reducing hardware requirements and offering improved security and functionality e.g. teleconferencing, voicemail to email, internal messaging, staff monitor system

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▶Hardware

Initiatives	
Standardisation & Replacement	Hardware inventory Complete a hardware stocktake including: - Device (Name, model) - Supplier - Age - Fit-for-purpose assessment Hardware standardisation Confirm hardware requirements by role type and investigate and assess solutions. Develop hardware policy based on role type Hardware upgrade schedule Overlay standardisation against inventory to develop an upgrade schedule supported by funding
Mobile Solutions	Mobile hardware requirements Audit of employees without hardware solutions Documentation of requirements, solutions identified and assessed. Preferred option selected Mobile hardware deployment Purchase, configure and deploy solution
Cloud-based phone solution	Business requirements Develop requirements using the 'bottom up' i.e. business feedback, and 'top down' supplier functionality 'show and tell' method Replacement project Complete RFP and procurement process and implement selected solution

7

Data

Current State

RDC has an unknown number of data sets within the business.

Data sets refer to information specific to RDC that is used within the software applications.

These data sets come in different 'shapes and sizes' e.g. SQL, MagiQ, excel spreadsheets, and there is no one clearly responsible for ensuring the data is accurate, backed up and stored securely.

Data stored in this way also makes it challenging for the business to easily gain access to insight driven reporting to make informed business decisions.

Future State

RDC has an agreed database solution - ideally 'one view' that is secure, accurate and used to produce reports that enable better business decisions.

Initiatives	
Data set review and stocktake	Data set review and stocktake As part of the 'Application architecture and stocktake' include data sets in scope i.e. for each module of software confirm where the data is located, who is the owner and the quality of the data. Data set improvements Make required changes to improve the quality of the data with regards to: ● Accuracy ● Security ● Reporting functionality NB: Future consideration should be given to a Business Insight (BI) tool - such as MagiQ performance - that could be used across the business to gain insight into performance.

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Software

Current State

There are approximately 62 software modules operating across RDC services and facilities. These are documented in an excel spreadsheet with the following information: Application, Front end/Back end, Supported by, Supplier and Purpose.

Information about the version and upgrade schedule by software application was not available , nor was the existing integration points or integration requirements.

There are applications where users have concerns regarding:

❖ *The security and access permissions*

❖ *The functionality and configuration of the existing software is not meeting business requirements e.g. EDRMS search functionality.*

The business has identified the need for new software solutions which currently include: District Plan e-Plan, GIS, Business insight/reporting and Online consenting.

Future State

Application architecture

RDC has a comprehensive enterprise architecture that details relevant information for all applications, including integration points. Furthermore, the applications used are fit for purpose and, where appropriate - based on cost/benefit analysis - are integrated to create end-to-end workflow.

Version control

Software application upgrades are scheduled and visible to the organisation.

New software

This architecture can be used to assist with the assessment of new software requests i.e. if the business requests an additional application this can be cross referenced against architecture to understand:

1. *If there is an existing solution to meet business requirements*

2. *What systems would be impacted by the proposed addition*

3. *What integration points would be required to enable seamless workflow*

Software

Initiatives	
Application architecture and stocktake	**Software Review** Review of existing software solutions to assess: ● Fit-for purpose i.e. does it provide the required functionality ● Existing integrations ● Required integrations As part of the review collate information on current version, available version and expected benefits of the upgrades. Once the review is complete a detailed application project plan can be developed and costed.
New software approval	**IS Governance Group** All new software requests, particularly before and during the software review, are to be reviewed and approved by the appointed IS Governance Group.
Software rationalisation	Pending the findings from the 'Application architecture and stocktake' initiative, begin to "clean up" the existing software solutions as required. This may include actions such as ● Consolidating databases ● Removing enterprise modules where not used ● Expanding the functionality of existing modules

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Emergency Management

Current State

Rangitikei District Council currently use EMIS forms during the welfare registration process.   Registration involves collecting information from people to identify who has been directly affected by an emergency and may require emergency welfare services.

The RDC Emergency Management Officer indicated that EMIS will no longer be supported from December 2019. No replacement solution has been established for Rangitikei District Council for civil defence and emergencies.

Horizons Regional Council along with counterparts Palmerston North City Council, Manawatu, Tararua and Whanganui use a standardised ArcGIS online tools for geospatial support in an emergency.

Future State

RDC has a coordinated delivery of service during an emergency event, which supports people in Rangitikei District affected by an emergency. This is enabled by ArcGIS Online, which provides the following benefits:

1. Collection of data for Welfare and Building assessments during an emergency event.

2. Ensure faster delivery of geospatial decision support tools

3. Access to standardised tools enabling us to align our efforts with counterparts in the Manawatu-Wanganui region.

4. Ability to share valuable data across districts producing a common operating picture as well as the capacity and institutional knowledge to support neighbouring districts in terms of resources if required.

Initiatives	
Emergency Management Software	Implement ArcGIS Pending business sign off on the proposed solution, arrange implementation, as guided by the IS/GIS role.

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Servers & Network

Current State

RDC servers are supplied by Spark and the backup servers supplied by Advantage, Tailored Technology Solutions Palmerston North.

The servers are virtual, and a dashboard of server performance and network speed is available.

In principle this allows the business to identify issues so these can be addressed, however feedback during the review process was that the network speed was mixed. The information services (IS) team noted that this may be caused by other items, for example:

❖ Lack of Outlook mailbox size limits

❖ Running database queries

The network infrastructure is supplied by Inspire, with Spark managing the edge and internal network.

Future State

Network performance

Complete a network/server performance audit to accurately stock take the existing solution, assess performance and investigate the reasons for poor performance, if applicable.

On completion, arrange for the recommended improvements to be implemented.

Initiatives	
Audit & Recommendations	Engage an external specialist to complete an independent assessment and audit of the current solution, with supporting findings and recommendation report
Implement improvements	Pending the recommendations, arrange resource and funding to complete the improvements

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▶Security

Current State

RDC have several systems and processes in place to prevent external threats to RDC information and systems. This includes:

Incoming email passes through a secure media exchange for first line scanning, then through the Fortigate firewall which scans the traffic, then through the email server AV, before final arriving on the desktop.

Sophos provide the existing anti virus solution on all servers and desktops.

Remote desktop services are provided via a gateway which provides logging, certificates and authentication to the end device without exposing it to the Internet. Multi Factor Authentication for all users and self-service passwords is under development.

During the review it was noted that there are opportunities to improve the internal security processes.

Future State

Internal Security

Relevant staff are aware and competent with internal security policy and procedures that eliminate or reduce risk to operations e.g. data corruption.

IS staff are aware of escalation procedures when emergencies occur.

External Security

Appropriate software and supporting monitoring processes are in place that prevent external security risk and cyber breaches.

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▶Security

Initiatives	
Internal & External Security Audit	Security audit Engage the services of an external security expert to assess the internal external risk points to RDC existing solution.
Audit Improvements	Security Improvements Using the findings from the security audit, implement the required measures to reduce risk

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Financial Model

Current State

RDC has a historic financial model used, amongst other things, to calculate rates for the District.

Anecdotal feedback received is that the model can be clunky, unreliable and slow to produce reports.

The model is supported by a single external party who, in recent times, has been unavailable to assist with issues and queries. This presents a significant point of risk for the business.
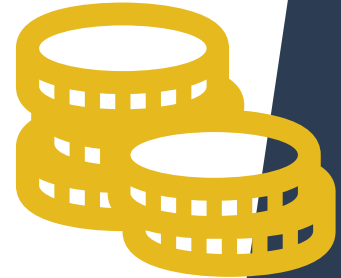
MagiQ, the existing ERP supplier, has indicated that via MagiQ Performance – their Business Insight tool – they would be able to rebuild the financial model is a more user-friendly and efficient way.

An upgrade to the MagiQ ERP and Performance software has been approved and is scheduled for delivery in early 20202.

Future State

RDC has a robust financial model that has strong data integrity and the ability to pull both regular and ad-hoc reports to inform business decisions.

The model is user-friendly and is supported by a reputable company who can provide upgrades, technical assistance and ongoing support.

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Financial Model

Initiatives	
MagiQ Enterprise and Performance Upgrade	Complete scheduled upgrade to the existing MagiQ ERP and Performance. Once implemented, assess the functionality of MagiQ Performance against the existing financial 'model' to identify if this can be used as a more effective replacement.
Financial Model Software	Pending the assessment of MagiQ Performance against the financial 'model', confirm if additional software is required. *NB: MagiQ has provided a proposal outlining alterative software solutions which may meet requirements, however it is recommended to complete the proposed 'MagiQ Review' recommendation included in the strategy before purchasing new MagiQ products.*

PROCESS

Systems to support efficient and effective workflow

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Digitisation

Current State

The supply of property files is a popular service offering of RDC.

Presently these are only available in paper-based form, however anecdotal feedback from the business indicated a desire to make these available digitally.

It is difficult to provide an accurate estimate of the number of files that require digitisation, however based on valuation numbers within the MagiQ module it equates to 8742.

Future State

All property files are available to be requested and received online.

To achieve this all property filed are electronically recorded

Initiatives	
Property file digitisation	**Property file project - Stage 1** Complete a scoping exercise to determine: • Number of property files • Process to digitise • Internal or external project • Expected cost of project **Project file project - Stage 2** On completion of Stage 1, complete the digitisation project.

Helpdesk

Current State

The helpdesk is internally managed using a request for service software that generates tickets and manages workflow.

The business is encouraged to lodge a request via the software, however if this does not occur the IS department generally log these on their behalf so robust data can be gathered.

Anecdotal feedback from the business was that the level of service received was excellent, and most items raised were resolved in a timely and effective manner.

Future State

Embed IS RFS

Utilise the existing internal IS RFS system, ensuring all calls are logged - either by business or by IT.

Use the data collected to identify opportunities to provide proactive support i.e. training, software permissions etc.

Reports are produced on agreed frequency i.e. weekly, to assess and address overdue requests.

Initiatives	
Embed IS RFS	RFS reporting to IS Governance Group. Prepare and present a regular report of request type and associated numbers to IS Governance Group to identify opportunities for proactive support e.g. software training, printer replacements.

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Records Management

Current State

Records Management is a key business process for Councils, allowing them to comply with relevant legislation and enabling the storage and retrieval of information.

RDC has an electronic document and records management systems (EDRMS) and presently there is concerns regarding:

- ❖ Retention and disposal of records
- ❖ Access and permission rights e.g. who can delete files
- ❖ Location of historic records in both electronic and physical form
- ❖ Folder structure, hierarchy and naming conventions
- ❖ Official information act compliance
- ❖ Policy and procedure documentation and governance
- ❖ Documentation located in more than one location
- ❖ Search functionality of the EDRMS system

Future State

Policy & Procedure: A robust policy and procedure documentation sets out both the organisations and employees record management responsibilities. This supports both the storage and retrieval of documents, and compliance with the Official Information Act.

Functionality and configuration: The software is configured in line with the policy and procedure documentation, including folder structure and naming conventions. Staff are able to easily store and retrieve information using the search functionality and all relevant information is located within the EDRMS system itself, eliminating the need to search multiple document storage systems. Access rights are clearly defined and implemented, including the ability to delete records.

Governance and support : Records management is a core component of all staff inductions. In addition, folders and files are regularly audited to ensure compliance with the policy and procedure, and where applicable, further support and training is provided.

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Records Management

*"The **Official Information Act** 1982 Helps New Zealand citizens, permanent residents and anyone in New Zealand to access **information** held by Government and Government agencies.*

This promotes openness, transparency, and enables public participation in government."

Initiatives	
Policy and Procedure	Prepare documentation that addresses the organisation and employee requirements for record management. These policy and procedure documents should be developed in line with the requirements set out under the Official Information Act 1982 and also support the internal and external customer experience.
EDRMS configuration	Complete a review to identify current issues with the system configuration. Once identified these should be addressed in order of priority.
Governance and Support	Assign sufficient resources and assign governance and support responsibilities. - Audit - Training - Induction

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IS Governance

Current State

Anecdotal feedback from the business is that there are times where technology related decisions are made independently of the IS department.

This can cause additional cost, issues to security, and risk that the systems are not supported or configured appropriately.

In addition, there is not an agreed process to assess and prioritise IS issues and opportunities as they arise, meaning the business can often behave in a reactive manner.

Future State

IS Governance Group

An internal cross-functional group, led by the Manager of the IS department, is assembled and meet at an agreed frequency i.e. quarterly.

The core responsibilities of the group include:

1. Review the progress of the implementation of the ISSP and update Council as required

2. Assess proposed variations or additions to the ISSP

3. Review business-as-usual (BAU) KPI's and reports to assess IS performance.

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Initiatives	
Information Services Governance Group	Appoint an internal group of candidates with appropriate business knowledge and authority. Develop a terms of reference document/charter which sets out: ● Meeting frequency ● Decision making ● Quorum ● Recurring agenda items ● Minutes *NB: It is recommended to assemble and commence the IS Governance Group prior to the implementation of the ISSP*

▸ **PEOPLE**

Providing the capability, capacity and engagement to deliver business excellence

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▶ Relationship Management

Current State

Internal Relationship: The RDC IS department is ultimately an internal service provider to RDC staff, providing the tools, systems and support to enable employees to perform their role with excellence.

Currently there is no formal system or measures in place to ascertain the effectiveness of this service. Instead it relies on anecdotal feedback from the business and ad-hoc meetings between IS and employees regarding current and future requirements e.g. software upgrades, software purchases, hardware replacements etc.

External relationships: There are numerous technology suppliers that provide the existing IS solution(s) to RDC however it is not clear who is responsible for:

❖ Contract management

❖ SLA management

Future State

Internal Key Account Management and Service Level Agreements (SLA's)

A formal 'key account' process is in place, where the IS Manager meets with business units at an agreed frequency e.g. quarterly, to understand current and future IS requirements. This feedback is used to inform future strategic plans, as well as address existing issues.

In addition IS has an SLA with the business which sets out the scope and service levels provided to the business so expectations can be clearly managed.

External Contracts and SLA's

All suppliers who provide an ongoing service to RDC is supported by a contract and SLA, which is recorded in a central location and governed by Information Services.

Internally there is a business owner for each software application, as well as additional support provided by the IS department as required e.g. upgrade support.

Relationship Management

Initiatives

Internal Key Account Management and SLA's	Following the appointment of an IS Manager identify: • What level the meetings will take place at i.e. 2nd or 3rd tier • What frequency the meetings will occur Schedule and implement
Contracts and SLA's	Stocktake Cross reference existing suppliers against contract and SLA documentation to identify gaps. Confirm who is the business owner for each supplier and include in Software Architecture Contract and SLA's Partner existing suppliers to create or refine contracts and SLAs as required. NB: Priority determined by frequency of use and number of users.

▶Induction & Training

Current State

Feedback from the business indicated that there are varying standards of delivery of the RDC induction process across the business.

Induction for IS relates to:

- ❖ Hardware supply and set-up
- ❖ Access and permissions
- ❖ Software training (including EDRMS)
- ❖ RDC Policy and procedure sign-off e.g. security policy.

In addition there appears to be minimal ongoing training provided for software applications. Often this causes users to believe the software does not meet business requirements, when it can be a case of insufficient knowledge about the software functionality or incorrect configuration or access.

Future State

Induction

Robust and comprehensive induction framework and process to ensure new starters have the IS tools, systems and capability required to perform their role.

The induction is signed-off by the new starter's leader.

On-going training
Through the IS governance group, training requirements are identified, prioritised and then scheduled.

Initiatives	
Induction	Framework and process Develop the induction framework I.e. what is required by department and role Develop supporting process and checklists to ensure induction is delivered consistently and sign-off
On-going training	Proactive software training On completion of the software review, and using the reporting from the internal IS RFS system identify opportunities to arrange and provide software training for users.

Thank You

Please see the supporting ‘Implementation and Change Plan’ for further details on the resource, funding, delivery schedule and change management required to successfully deliver this strategy.

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