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SUPPORT SERVICES

SUPPORT SERVICES

OVERVIEW

Strategies within our Corporate Plan guide the activities that support our staff to produce their best work and deliver the highest standards of service to our customers. Support services include communications and community engagement, relationship management, customer services, information management, information technology, financial management, corporate assets, procurement, risk management, and quality management.

For many years we have followed a philosophy of continuous improvement, which is implemented across the organisation. Over the next three years we aim to build on the gains we have made to better understand what our customers value, so that we can target our service delivery more effectively. Smart use of technology and making the most of the information we already have are two other ways we can look for improvements in what we do each day.

We also need to keep an eye on changes that are likely to affect us, prepare for them and if possible, use them to advantage. This means taking a more strategic, questioning look at things that may have previously been considered routine or straightforward.

DIGITAL EXPECTATIONS

Our customers increasingly expect to transact and interact with us digitally - in their own time - wherever they are. This is an area of exciting possibility, with potential for greater efficiency and more responsive services. There are also opportunities for us to share public information we hold about communities and places in our district, at very little cost.

As a major provider of essential services, we need to carefully consider how we can meet these expectations, while maintaining responsive services to those people who choose to use traditional communication channels..

The roll-out of rural broadband and urban fibre by Chorus and Ultrafast Fibre will mean more of our residents can access improved internet speeds, so we expect to see increased use of our website, both for transactions and as a primary source of information. We intend to broaden the range of services that are delivered electronically, where there is customer demand to do so.

CHANGING DEMOGRAPHICS

Throughout New Zealand and much of the developed world the average age of the workforce is increasing, and this is particularly true for the Western Bay of Plenty. Good workforce planning is important to ensure skills and knowledge are available in the organisation. A well-engaged work force is also a result of good workforce planning and practice which includes training and career development, effective reward and recognition programmes, equal opportunity, fair treatment and family friendliness. We recognise there are different generational expectations around job satisfaction and career development and we aim to be a workplace of opportunity to all.

UNDERSTANDING WHAT OUR CUSTOMERS VALUE

We continually strive to improve our customer focus, particularly our skills and capacity to be responsive to customers and to engage with a cross-section of the community. We aim to build on our success in this area and make sure that in designing our services we better understand and put emphasis on those things that key customer groups value,

VALUE FOR MONEY

Our organisation has a strong track record of continuous improvement, quality management and process innovation, but it is important that we become more transparent in using benchmarks, statistics and other hard facts to demonstrate the value for money we provide.

The key strategic approach for each of the corporate support activities is broadly described below:

CORPORATE SUPPORT ACTIVITY	WHAT THIS ACTIVITY DOES	STRATEGIC APPROACH
Customer services	Ensure customers receive timely, accurate and user friendly information, service and advice.	Focus on understanding the diversity of customers and their needs and respond to them effectively.
Communications and community engagement	Ensure customers and communities are engaged and kept informed.	Provide engagement opportunities and communications that are targeted to identified, diverse customer groups.
Relationship management	Maintain effective relationships with residents and key communities of interest.	The purposes of key relationships are clearly understood and our obligations to Māori under the Treaty of Waitangi are fulfilled.
Human resources	Manage workforce capability and capacity.	Future workforce needs are understood so that staffing levels, skills and competencies are available to deliver the agreed services to the community.
Information management	Ensure data is accessible, clear and secure.	Information is managed to ensure it is easily accessible, the integrity of the data is maintained and it is used to add value to decision-making.
Information technology	Ensure information systems are integrated, secure and responsive to business needs.	Smart use of technology to achieve agreed strategic initiatives and optimise the customer experience.
Financial management	Provide comprehensive financial planning and monitoring services.	Timely, accessible and reliable information is available to inform decision-making, both for staff and elected members.
Corporate assets	Sustainably manage Council's corporate buildings, equipment, vehicles and land.	Assets, planning and property staff work together to enable the sustainable development of corporate property, equipment and vehicles.
Procurement	Ensure services purchased provide the best value for money, are sustainable and environmentally responsible.	Sustainable purchasing practices that demonstrate value for money and are environmentally responsible.
Risk management	Identify, minimise or mitigate risks.	Integrated risk management information to inform decision making and ensure continuity of Council services.
Quality management	Document and review key processes to ensure knowledge is maintained and opportunities for improvement identified.	Documentation of key processes secures knowledge and facilitates opportunities for improvement.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

SUPPORT SERVICES

All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	\$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	838	204	72	73	75	77	79	80	82	84
To improve the level of service	1,024	943	702	611	625	639	654	669	1,282	703
To replace existing assets (renewals)	1,123	1,018	1,034	1,057	1,042	1,149	1,096	1,151	1,185	1,172
Total capital expenditure	2,985	2,166	1,808	1,742	1,741	1,865	1,829	1,901	2,550	1,959

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for support services.

FUNDING SOURCES FOR SUPPORT SERVICES 2018/19

