

AUCKLAND TRANSITION AGENCY Memorandum

To	ATA WORK STREAM LEADS
From	MARK FORD
SUBJECT	19 March 2010
Date	SERVICE DELIVERY MODEL – AUCKLAND COUNCIL

Part 1: Service Delivery Model – Auckland Council

The Board of the Auckland Transition Agency has signed off a service delivery model for the Auckland Council. The following working assumptions are being made by the Auckland Transition Agency on the Day One service delivery model for the Auckland Council and should be used within your work streams to inform the next stage of the organisational design process.

This service delivery model is guided by the following principles:

- No interruption to existing customer and community services.
- Local service delivery will be maintained or enhanced.
- Recognition of the key role of Local Boards.
- Legacy systems including call centres remain in current locations.
- Sufficient change to address priorities for consistency and integration of operational requirements on day one.
- Clarity of service access for all citizens.
- Improved access to accountable decision makers.
- Transformation in the operational structure is visible in the recommended changes.

The design of the day one service delivery model assumes:

- Each Local Board will have a physical presence in its area.
- Existing service centres will continue to provide the same level of service, except where specified. In practice this means some Local Board areas may have more than one service centre or service point.
- There will be some geographic delivery of operational services from the Full Service Centres.
- The Head Office of the Auckland Council will be located in the Auckland CBD.

There will be four types of service centre for the use of the public. These are: full, local, neighbourhood and specialist.

Full Service Centres

Full Service Centres will deliver all Auckland Council services and some Council-Controlled Organisation (CCO) services. The four full service centres will be located in:

- North (Takapuna)
- West (Henderson)
- Central/East (Central Auckland)
- South (Manukau)

Local Service Centres

These will be located at:

- Orewa
- Waiheke
- Papakura
- Pukekohe

These offices will generally provide the services that are currently delivered out of them.

Neighbourhood Service Centres

These will be at the existing locations of Warkworth, Huapai, Helensville, Great Barrier and Waiuku. The services currently provided at these locations will continue.

Where a local board area includes an existing service centre(s) the most appropriate one will be utilised by the local board for meetings, constituent appointments etc.

Work is underway identifying suitable locations and premises for the balance of the Local Board areas that do not currently have a service centre presence:

- Orakei (covering the Eastern Bays, Meadowbank and St Johns),
- Maungakiekie-Tamaki (Glen Innes, Pt England, Onehunga)
- Mangere-Otahuhu
- Manurewa (including Weymouth and Wattle Downs)
- Whau (includes New Lynn, Blockhouse Bay and Avondale),
- Albert-Eden (areas such as Pt Chevalier, Balmoral, Mt Albert, Mt Eden and Epsom)

- Upper Harbour (which includes Albany, Greenhithe, Hobsonville and Whenuapai)
- Kaipatiki (Beach Haven, Birkenhead, Northcote and Glenfield)
- Waitakere Ranges (includes Titirangi, Huia and Piha)
- Te Irirangi (Howick, Bucklands Beach, Pakuranga and Botany)
- Puketapapa (Hillsborough, Lynfield and Three Kings)

Note: the suburbs mentioned above are not an exhaustive list of those within each Local Board area. The intention is simply to provide some geographical reference points as working assumptions for development of the service delivery model.

Services provided may include appointments with specialist staff, service requests (e.g. abandoned vehicles, graffiti etc) and rate rebate applications .

Specialist Service Centres

Additional Specialist Service Centres will operate as required. These include locations including the Auckland CBD (resource and building consents), Botany (building consents), Newmarket (Watercare) and an as-yet unconfirmed location for Auckland Transport.

Transactions

In addition, the ATA is presently considering responses to a request for proposal (RFP) process for banking services and it is intended that Auckland Council customers will be able to undertake certain transactions such as bill payments at local bank branches.

Part 2: Day One Organisational Structures and Workforce Impact Assessment below Tier 3

Principles

The design of the structure below Tier 3 is guided by the following principles:

- The level of change recommended takes into account the constraints on information, resources and time available to the ATA.
- The intention is to retain staff below management tier, with changes generally limited to location, roles and reporting lines. However, where there is a duplication of roles and suitable alternatives are not available for affected staff a reduction in staff numbers may occur. In these cases the least disruptive means will be used to manage any staffing reduction.

- Operational areas not subject to change will have the existing team structure transferred to the new organisational structure at an appropriate management level.
- The number of levels in structures should be minimised where possible to support effective decision making and communication.
- The span of control for each manager will be as broad as possible without compromising efficient management or blurring accountabilities. This reduces the number of managers at each tier.
- Most support and region wide functions will be centralised except where there are legacy systems or a need for decentralised service delivery e.g. HR and finance advisory, Local Board planning.
- Business improvement is embedded in some functions.
- No review of the current mix of in-house and out-sourced services, except where a function has to be re-designed.

Organisation Structures

Each of the ATA work streams has undertaken further work on the detailed organisation structure for the new Auckland Council and the Transport Agency recognising the principles set out above. The structures for each business area are attached as an Appendix to this report. The key points to note are as follows:

Auckland Council:

a) Office of the Chief Executive / Establishment Director

- HR – reorganised to reflect the requirements of the new Auckland Council. Combined requirements of Auckland Council and Transport mean that impact below management level is likely to be limited to relocation, role and reporting line changes. Limited duplication is anticipated. Staffing impact is dependent on future decisions regarding HRIS and payroll systems. At day one some of the OD function may reside with the Establishment Director. Security services will report through the health, safety and welfare function.
- Legal Services – new organisation structure established around the three core areas of Local Government Law (Commercial, Regulatory and Public). Below management level, current staff have been generally retained but role, location and reporting lines have been changed to meet the requirements of a regional function. Non-core and variable work will be outsourced. Weathertightness legal function and staff will transfer to Regulatory. Current external supply relationships will be maintained.
- Communications and Public Affairs – web and online services will be managed within this function during the transition. Currently there is duplication of roles, and therefore rationalisation is likely. This area will also include an advisory team dedicated to consultation and engagement

processes. Requirements of the Local Boards and CCOs are yet to be addressed.

- Establishment Director – The structure for this role has not yet been finalised.

b) Chief Operating Officer

- Customer Services – largely unchanged below management levels except centralised functions where there will be changes to locations, roles and reporting lines but not staff numbers. The Auckland Council will provide customer services to Auckland Transport in the interim through commercial shared service arrangements.
- Community Development, Arts and Culture – largely unchanged below management levels. Some specialist technical and planning functions are to be centralised.
- Parks, Sport and Recreation - largely unchanged below management levels with geographic management aligned to the four full service centres for local and sport parks and recreation. City Park Services business unit reports into this function (Local and Sports Parks Manager).
- Libraries and Information - largely unchanged below management levels with geographic management aligned to the four full service centres for local libraries.
- Maori Relations – largely unchanged below management levels where there will be changes to locations, roles and reporting lines but not staff numbers. Centralised under three functions (Pou Whaingā (Policy and Strategy), Pou Hononga (Relationships) and Pou Tikanga (Protocols)). Limited duplication is anticipated.
- Consenting and Building Control - largely unchanged below management levels with geographic management aligned to centres in the North, West, South and the specialised Auckland CBD centre. Building control in the South will be located at current locations at Botany Town Centre and Manukau. Overall, staff remain in current locations except for some specialised staff and the regional resource consenting team which will be merged with the central consenting teams.
- Licensing and Compliance – largely unchanged below management levels with geographic management aligned to the three full service centre in the North, West and South and the specialised Auckland CBD centre.
- Infrastructure and Environmental Services – largely unchanged below management levels. Consideration being given to consolidation of regional Solid Waste services into a centralised business unit operation.

c) Chief Planning Officer

- Aggregated into the full service centres to support existing legacy systems. Centralisation of regional and strategic planning. Reorganisation of staff has potential for significant changes to roles, location and reporting lines. Total non-management staff numbers not expected to change on day one.

- PMO role previously at Tier three has moved to Tier four based on a review of the scale of the function. Full activities are yet to be finalised.

d) Chief Finance Officer

- Local Board Services – New function being established. Draws on Council functional experts. Level of support is significantly higher than the average support provided to Community Boards across the region. Will include support from full service centres and Local Board Offices.
- Democracy Services - Duplication of roles, therefore rationalisation likely. Impact on roles, locations and numbers of staff below management level will depend on the requirements of Local Boards. Catering and print rooms remain intact at day one.
- CCO Monitoring – Centralised function. Final staff numbers subject to confirmation of the CCO structure.
- Finance – Centralised accounting services subject to system constraints. Financial advisory services will report through to Finance rather than operational functions. Significant legacy requirements.
- Treasury – Centralised service.
- Property – Management of operational activities including facilities management aligned to full service centres. Delivery of services will be local. Project management, strategy and planning functions will be centralised. Function is largely unchanged below management levels.
- Information Services – Centralised management of IS function. Existing teams will remain in place pending systems integration over time. Significant requirement for IS resources to support transition programme before and after Day one which will require additional permanent or contract staff. No changes are proposed in the current mix of in house and outsourced services.

Auckland Transport

- This function will be largely centralised subject to location availability with decentralisation applying to parking services and a limited presence at the full service centres. Non management staff will transfer subject to role, reporting and location changes.

Accommodation Changes Prior to Day One

The full implementation of the Organisation Structure, particularly where activities are being centralised or aligned geographically to the full service centres, will require the relocation of affected staff. The magnitude and logistics of the staff change together with the requirement for existing councils to continue to provide services to 31 October 2010 means it will not be possible to fully implement the required accommodation changes by 1 November 2010.

The accommodation changes anticipated prior to Day One are:

- i. Establishment of the new Neighbourhood Service Centres (and any associated Local Board Offices).
- ii. Staff in priority functions supporting democratic governance, senior management and transition priorities e.g. Strategic HR and Communications staff and Democracy Services.
- iii. Staff transferring to Watercare, and subject to a suitable location being found, Auckland Transport.
- iv. Any teams required to facilitate the overall accommodation change process.

It is noted that any changes prior to 1 November 2010 will require the co-operation of existing council chief executives. The Governing body and the Interim Chief Executive will be based in the Auckland CBD.

APPENDIX : Auckland Council Organisation Structure

1. Office of the Chief Executive

Tier 3	Tier 4	Tier 5
Human Resources	HR Business Partners	
	Organisation Development	
	HR Shared Services (Payroll, Recruitment centre, Remuneration, HRIS, HR Support)	
	Employment Relations	
	Health, Wellness & Safety (includes Security)	

Tier 3	Tier 4	Tier 5
Risk & Assurance	Risk & Senior risk	
	Assurance & Internal Auditors	
	Insurance & Support	

Tier 3	Tier 4	Tier 5
General Counsel	Commercial Transactions	
	Litigation and Planning	
	Governance and Public Law	

Tier 3	Tier 4	Tier 5
Communications and Public Affairs	Research, Consultation & Engagement	
	Print/Graphics	
	External Communications	
	Brand	
	Online Communications	
	Internal Communications	

Tier 3	Tier 4	Tier 5
Civil Defence/Group Controller	Principal Rural Fire	
	Regional Emergency	
	Local Emergency North-west	
	Local Emergency Central	
	Local Emergency South	

2. Chief Operating Officer

Tier 3 Management	Tier 4 Management	Tier 5 Management
Customer Services	Online channel	Internal Online
		Online Content
		Online Development
	Call Centre	Call Centres
	Service Area Locations	Service areas – North
		Service areas – West
		Service areas – Central
		Service areas – South
	Service Development and Quality	Service Development
		Customer Service Performance
	Customer Experience	Customer Response
Customer Insight		

Tier 3	Tier 4	Tier 5
Community Development, Arts and Culture	Community Development	Community Development & Advisory Services North
		Community Development & Advisory Services South
		Community Development & Advisory Services Central
		Community Development & Advisory Services West
	Community Partnerships, Funding and Programmes	Community Partnerships, Funding and Programmes North
		Community Partnerships, Funding and Programmes South
		Community Partnerships, Funding and Programmes Central
		Community Partnerships, Funding and Programmes West
		Social Housing Tenancy

	Arts, Culture & Events	Arts and Culture Partnership & Funding
		Arts and Culture Programmes
		Events
		Arts and Culture Facilities
		Public Art
	Business Support	

Tier 3	Tier 4	Tier 5
Parks, Sports and Recreation	Local & Sports Park	Local & Sports Parks North
		Local & Sports Parks South
		Local & Sports Parks Central
		Local & Sports Parks West
		City Parks Services Business Unit
	Regional & Specialist Parks	Regional Parks Operations
		Regional Parks Visitor Services and Assets
		Botanic Gardens
		Cemeteries and Crematoria (4)
	Recreation	Recreation & Community Facilities North
		Recreation & Community Facilities South
		Recreation & Community Facilities Central
		Recreation & Community Facilities West
		Recreation Partnerships, Funding and Programmes
	Asset Development & Business Support	

Tier 3	Tier 4	Tier 5	
Libraries and Information	Local Libraries North	Community Libraries	
	Local Libraries South	Community Libraries	
	Local Libraries Central	Community Libraries	
	Local Libraries West	Community Libraries	
	Regional Services & Development		Collections
			Special Collections & Preservation
			Corporate Information and Library
	Logistics & Business Support Manager		Business Planning, Administration & Financial Services
		Circulation and Supply Logistics	
Digital Services		Library Systems & Digital Services	

Tier 3	Tier 4	Tier 5
Maori Relations	Policy and Strategy (Pou Whainga)	
	Relationships (Pou Hononga)	
	Protocols (Pou Tikanga)	

Tier 3	Tier 4	Tier 5	
Consenting and Building Control	Building Control	Policy and Training	
		Central Building	
		Western Building	
		Northern Building	
		Southern Building	
	Resource Consents		Internal Policy, Hearings & Appeals
			Specialist Inputs
			Central RC
			Western RC
			Northern RC
		Southern RC	
		Special Projects	

	Business & Customer Support	Business Support Consents
		Technical Support Consents
		Risk Assurance and Auditing Consents
		Information Management Consents

Tier 3	Tier 4	Tier 5
Licensing & Compliance	L & C South	Environmental Health
		Liquor Licensing
		Compliance and Administration
	L & C Central	Environmental Health 1
		Environmental Health 2
		Liquor and Compliance Administration
	L & C West	Environmental Health and Compliance
		Animal Management
	L & C North	Health and Liquor Licensing
		Animal Management
		Compliance and Administration
	Business & Customer Support Management	Technical Policy
		Compliance and Projects
		Environmental Compliance
		Financial and Quality Management
Harbour Master		

Tier 3	Tier 4	Tier 5
Infrastructure & Environmental Services	Stormwater	Operations
		Projects
		Asset Management & Catchment Planning
		Development & Technical Services
	Solid Waste	Service Contracts Area 1
		Service Contracts Area 2

		Assets & Infrastructure
		Strategy
		Education & Community Programmes
	Natural Environment Services	Water & Coastal
		Land & Terrestrial Ecology
		Biosecurity
		Administrative and Business Support
	Built Environment Services	Built Heritage
		Cultural Heritage
		Urban Development
		Administrative and Business Support
	Environmental Programmes	Schools & Youth
		Business & Industry
		Community
		Integrated Environmental Programmes
Administrative and Business Support		

3. Chief Planning Officer

Tier 3	Tier 4	Tier 5
Regional Strategy, Community & Cultural Policy	Research & Monitoring	Principal Advisor
		Social and Economic
		Built Environment and Infrastructure
		Environment
	Spatial & infrastructural Policy	Strategic Policy and Planning
		Transport Policy and Planning
		Infrastructure Strategy
	Council Plan	Plan Processes and Support
		Strategic Liaison
		Policy Analysts
	Community & Cultural Strategy	Parks and Streetscapes Strategy
		Sports & Recreation Strategy
		Community & Social Strategy
		Arts, Culture & Events Strategy
		Transport Strategy
		Business Support
	Business Support	Programme Management/Delivery

Tier 3	Tier 4	Tier 5
Environmental Strategy and Policy	Integrated Environmental Policy	
	Air, Land, Water	
	Coastal	
	Natural Heritage	
	Urban Design and Built Heritage	

Tier 3	Tier 4	Tier 5
Regional and Local Planning	Plan Development	New RMA Plans
		Council Wide Plans and Policies
		Area Groups
		AMP Liaison and Development Contributions
	Legacy Plans	Planning Integration
		Regional Policy Statement and Plans
		Area Groups
	Local Board Planning	Local Board Planning Integration
		Area Groups
	City Transformation Projects	CBD Transformation
		Other Strategic Transformation
	PMO	Governance & Reporting
		Quality & Risk
		Methods & Capability
Project Management Delivery		

Tier 3	Tier 4	Tier 5
Economic Development	Economic Strategy & Policy	
	Chief Economist	
	International Relations	

4. Chief Finance Officer

Tier 3	Tier 4	Tier 5
Local Board Services	Relationship 1	Reporting and Liaison Co-ordinator(s)
		Community Engagement Advisor(s)
		Policy Advisor(s)
		Administrator(s)
	Relationship 2	Reporting and Liaison Co-ordinator(s)
		Community Engagement Advisor(s)
		Policy Advisor(s)
		Administrator(s)
	Relationship 3	Reporting and Liaison Co-ordinator(s)
		Community Engagement Advisor(s)
		Policy Advisor(s)
		Administrator(s)
	Relationship 4	Reporting and Liaison Co-ordinator(s)
		Community Engagement Advisor(s)
		Policy Advisor(s)
		Administrator(s)

Tier 3	Tier 4	Tier 5
Democracy Services	Electoral Officer	
	Democracy & Governance	
	Support Services	
	Civic Events & Ceremonies	
	Hearings	

Tier 3	Tier 4	Tier 5
CCO Monitoring	Principal Analyst (Property, Investments, Waterfront)	
	Principal Analyst (Transport, Water)	

	Principal Analyst (Economic Development, Regional Facilities)	
	Senior Advisor	

Tier 3	Tier 4	Tier 5
Treasurer	Treasury Reporting	
	Funds	

Tier 3	Tier 4	Tier 5
Finance	Procurement	Business Delivery
		Sourcing
		Supplier Relationship and Contract Management
		Procurement Transactions
	Financial Planning and Policy	Capital Planning
		Annual Plan and Financial Policy
	Financial Accounting	Reporting
		Finance Technical Advisory
		Accounting
	Business Performance and Reporting	Business Performance Reporting and Planning – CE & Mayoral Office
		Business Performance Reporting and Planning – COO
		Business Performance Reporting and Planning – CPO
		Business Performance Reporting and Planning - CFO

Tier 3	Tier 4	Tier 5
Accounting Services	Rates	Rates Processes and Customer Services
		Property Records Maintenance
		Valuations
	Revenue and Payment Services	Accounts Payable
		Accounts Receivable
	Financial Systems and Process Improvement	Business Process and Systems 1
		Business Process and Systems 2
		Business Process and Systems 3
		Business Process and Systems 4

Tier 3	Tier 4	Tier 5
Property	Capital Projects Programme	Principal Projects – Major & Special Projects
		Principal Projects – Capital Projects
		Principal Projects - Accommodation
	Regional Operations	Western Operations
		Northern Operations
		Central operations
		Southern Operations
		Tenancies
		Supplied Services
	Strategy and Asset Planning	Strategic Planning
		Acquisitions and Disposals
		Asset Planning – Community Facilities
		Asset Planning – Commercial
		Urban Design & Development

	Processes & Support	Information Systems
		Compliance
		Administration & Secretarial

Tier 3	Tier 4	Tier 5
Information Systems	Enterprise Architect & Security	Enterprise Architecture Security
	ICT Operations	Service Desk
		Hosted Services
		I.T. Procurement & Outsourcing
		Network Services
		Enterprise Systems Services
		Infrastructure Solutions
		Business Information
	Program Office	Portfolio
		Methodology
		Business Analysis
		Technology Change
		Resource Planning
	Customer Relationships	Solutions Lead CEO office
		Solution Lead Planning
		Solution Lead Finance
		Solution Lead Operations
		Solution Lead Mayoral Services
	Enterprise Applications	ERP
		Property System
		GIS
		EDRMS
		Web Development
		LOB systems
		Business Intelligence
		Systems Integration

5. Transport

5.1 Office of the Chief Executive

Tier 3	Tier 4	Tier 5
Strategy and Planning	Transport Evaluation and Monitoring	
	Transport Planning and Policy	
	Transport Strategy and Land Use Integration	
	Regional Land Transport Programme	
	Corporate Strategy	
Key Relationships		
Communications and Public Affairs	Strategy and Research	
	Customer Communications	
	Public Affairs and Events	
Risk and Audit	Internal Audit	
	IT Internal Auditor	
	Risk Advisor	
	Revenue Auditor	
Human Resources	Health, Wellness and Safety	
	Organisation Development and Recruitment	
	Change	
	Business Partnering	

5.2 Chief Operating Officer

Tier 3	Tier 4	Tier 5
Road Corridor Maintenance	North and West	
	Central	
	South	
Road Corridor Network Access	Corridor Access	
	Compliance and Customer Service	
	Works Co-ordination	

Road Corridor Network and Safety Operations	Traffic Operations	
	Integrated Traffic Systems	
	Road Safety	
	Traffic Standards and By-laws	
	Development Control	
Public Transport	PT Planning	
	PT Operations	
	PT Facilities	
	PT Customer Information	
	PT Commercial	
Parking and Enforcement	Parking Services	
	Enforcement	
	Operations Support	
	Infringement Review	
Community Transport	Community Road Safety	
	Travel Planning	
	Walking and Cycling	

5.3 Chief Infrastructure Officer

Tier 3	Tier 4	Tier 5
Investigation and Design	Investigation	
	Design	
AMP Policy and Programming	Asset Planning and Programme	
	Asset Systems and Policies	
	PT Asset Plan and Program	
	Road Asset Programming	
Infrastructure Development	North and West	
	Central	
	South	
	Public Transport	
Major Projects and PMO	Performance and Audit	
	Business Improvement	
	Projects	

5.4 Chief Finance Officer

Tier 3	Tier 4	Tier 5
Business Support	Operations Support	
	Infrastructure Support	
	Corporate Support	
	Procurement	
Finance	Financial Reporting	
	Financial Systems	
	Payables	
	Receivables	
Property	Planning and Development	
	Commercial	
	Maintenance and Management	
IT and Business Systems	IT Policy and Strategy	
	Capability Delivery	
	IT Operations	
	Client Services	
Customer Services	Digital / Customer Information	
	Contact Centre	
	Service Development	
	Customer Response	