

11.0 COUNCIL'S MANAGEMENT STRUCTURE



Hamilton City Council

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Council is supported by a corporate organisation, led by chief executive Tony Marryatt and six general managers – known as the management executive (MX).

MANAGEMENT EXECUTIVE TEAM



From left to right: Mike Garrett, Philip Burton, Sue Duignan, Tony Marryatt, Sally Davis, Graeme Fleming, Brent McAlister.

The management executive and staff are responsible for managing service delivery and implementing Council's decisions and policies.

The organisation is structured under six groups, each of which is headed by a general manager:

- Communication and Marketing Group (Philip Burton)
- Environmental Services Group (Graeme Fleming)
- Corporate Group (Mike Garrett)
- Strategic Group (Brent McAlister)
- Community Services Group (Sue Duignan)
- Works and Services Group (Sally Davis).

The Mission of the organisation is:

Making a difference in our community by:

- Focusing on our customers
- Developing a strong motivated workforce
- Incorporating our values in the way we work.

The organisation's values shown below guide the way management and staff work together with Council and the public.

Working together

- We work and communicate across the organisation and with our community.

Honesty and openness

- We act with integrity to promote a climate of mutual trust and respect.

Getting things done

- We make quality decisions based on best information, within agreed timeframes and budget. We are responsible for our actions.

Challenging our performance

- We review and continuously improve the way we do our business. We learn from our mistakes and move forward.

Valuing success

- We recognise achievement and celebrate outstanding performance.

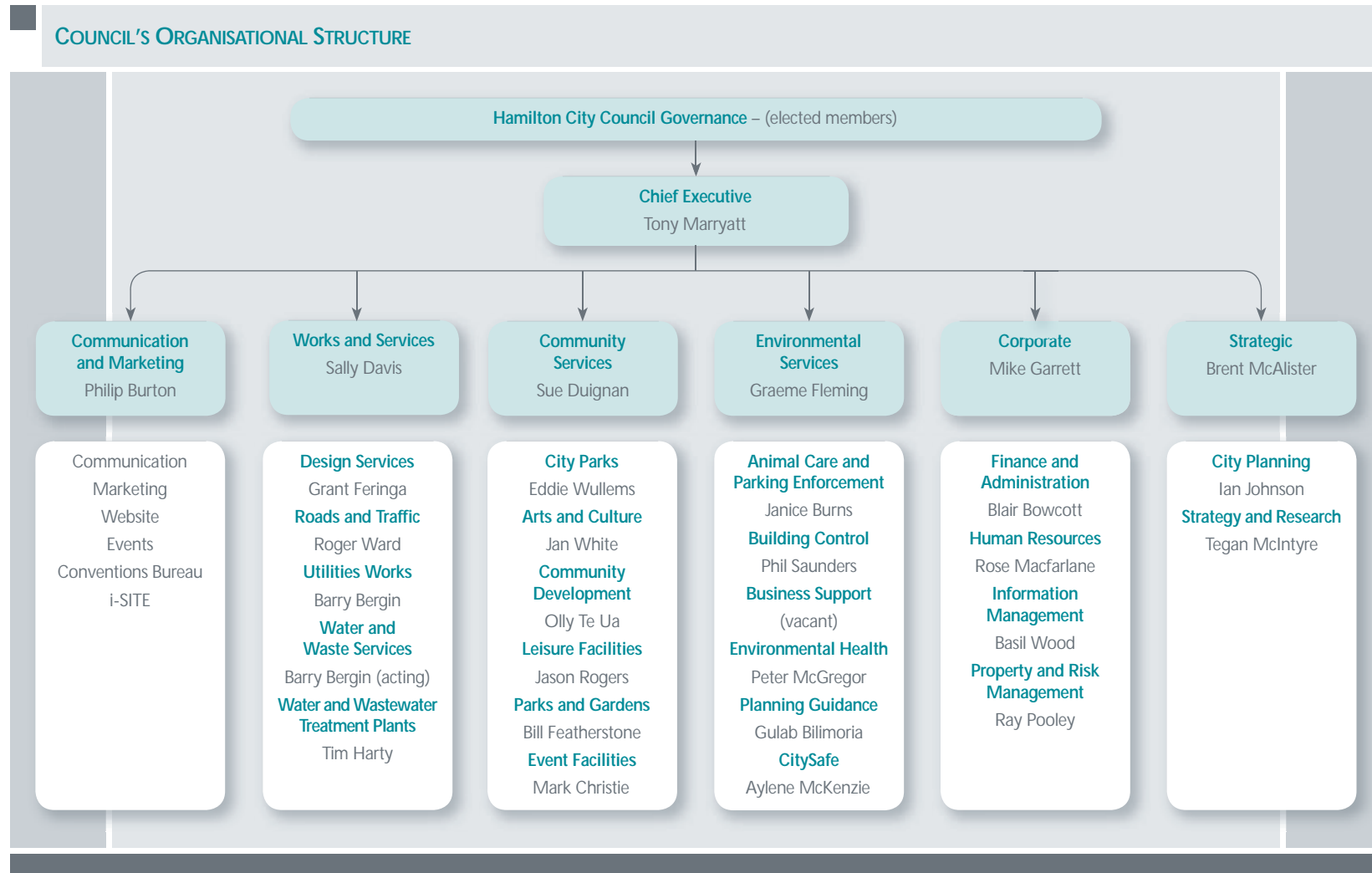
11.1 Relationship of Management Executive to the Elected Members

The chief executive and the six general managers make up the Management Executive team. This team manages organisation-wide issues and provides the link between the elected members and staff. They are responsible for monitoring operational performance, giving policy advice, implementing policy, strategic planning and service delivery. By working collaboratively, the Management Executive team ensures that action undertaken within all six groups is consistent with Council's Vision, Mission, Goals and Values, the Long-Term Plan, the Annual Plan and the Corporate Plan.

Council's elected members, management and staff work together at different levels to decide what activities should be undertaken by Council to help achieve Council's Vision for the city and Hamilton's Community Outcomes (as outlined in

this Long-Term Plan), and to plan how the activities can best be undertaken. This takes place within a framework of consultation with the community and affected parties, competing priorities, timeframes, resources and decisions of Council. It occurs within the overall framework of growing and developing the city in a way that enhances its social, economic, environmental and cultural well-being.

The following diagram shows Management Executive's relationship to the elected members, as well as how the units are structured under each of the six key management groups.



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11.2 Quality Management

Hamilton City Council uses ISO 9001:2000 as its Quality Management System. The quality system uses management reviews, documented procedures (standard operating procedures for all key Council processes), process mapping, internal and external audits and quality systems training to provide a systematic approach to improvement throughout the organisation. Hamilton Zoo is the first New Zealand zoo to be ISO 14001 certified in Environmental Management Systems. This provides an excellent framework for the management of environmental issues. In addition, Council's Environmental Health Unit is a registered ISO 17020 Inspection Body.



11.3 Organisational Development

Council is continuing to implement a programme of organisational development, which aims to assist the organisation to achieve its Mission and Council's Vision. The principles of Business Excellence and best practice are incorporated throughout all levels of the organisation on an ongoing basis. Continued involvement with the New Zealand Business Excellence Foundation provides Council with opportunities to measure its performance with other organisations using the New Zealand Business Excellence Criteria. This framework is internationally recognised, and being non-prescriptive is equally applicable to diverse industries. External evaluation using the Business Excellence Criteria is recognised as the toughest business assessment an organisation can subject themselves to.

In 2004 Hamilton City Council was awarded a Progress Award for its commitment to improvement using this framework. This clearly indicates that Council is performing at a level twice that of the average New Zealand organisation and making progress in a measured and managed fashion. Hamilton City Council is one of only five local authorities in New Zealand that has won any level of award against this international business model.

The application of best practice has a positive impact on organisational performance in terms of increased outputs, reduced expenditure and more efficient use of revenue. Best practice also brings benefits through improvement in key organisational processes and improved customer and employee satisfaction.

Organisational development is specifically focused on developing best practice under the umbrella of Business Excellence through the ongoing improvement of key organisational processes. A key area of focus over the last year has been leadership development, ensuring staff are informed of organisational strategy and direction and key performance measures. Many of these projects and activities will continue throughout the 10-year life of this Long-Term Plan and beyond.

11.4 Information Management

Strategies have been developed to provide a roadmap for creating an integrated information environment in which to capture, retrieve, communicate and exchange information electronically, both with Council's external stakeholders and internal staff, and support improved processes such as Land Information Memoranda, Council Agenda Management, e-Services, Submissions Management, and Images and Publications Management. The way forward encompasses Business Process Management, Records and Electronic Document Management, Content Management, and further integration of Council information into existing Database Management Systems.

The Telecommunications Strategy provides operationally resilient voice, video and data services and infrastructure to expand Hamilton's ability to host exhibitions and events.