

# What gets measured gets done

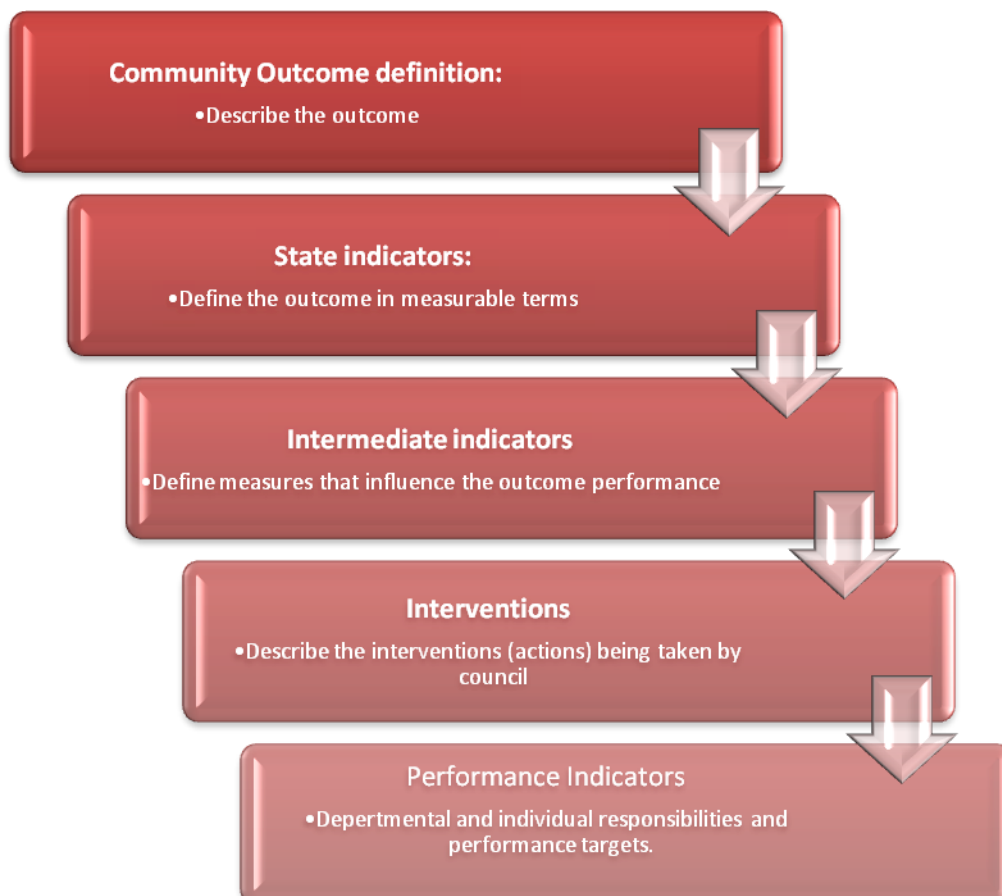
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## *Application of community outcome monitoring techniques to council management systems.*

By Richard Dunbar and Beverly Fletcher.

At Rodney District Council, work is almost complete on a performance management system that will allow the council to keep a focus on the issues of importance to the community while providing personally relevant and motivating performance targets for individual employees.

The basis for the system is “intervention logic” which starts with community outcomes and then breaks down by stages into indicators, council interventions and even individual performance targets. The aim is to make sure there is a direct link between council interventions and the organisational goals. The generic process is illustrated below:

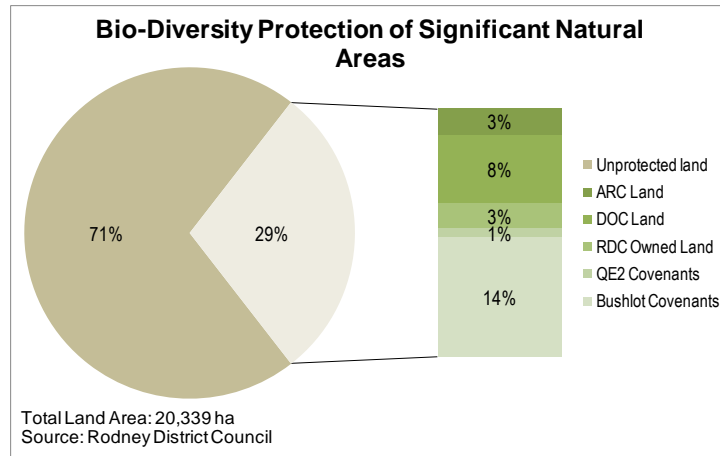


The following is an example from the recent work on monitoring community outcomes conducted at Rodney District Council:

Outcome Definition	State Indicators	Intermediate Indicators (e.g.)	Interventions (e.g.)
<b>We will maintain our lifestyle and look after the environment</b>	Satisfaction with Rodney as a place to live	Public transport services. Satisfaction with leisure time. Satisfaction with recreational walkways	Working with ARTA to develop bus services.  Council recreation strategy and maintenance of parks and reserves
	Satisfaction with access to coastline and beaches	Satisfaction with boat ramps Quality of water off popular beaches	Increasing the number of boat ramps and maintaining existing ones.
	Perception of river and stream water quality	Satisfaction with effectiveness of storm water system. Satisfaction with disposal and treatment of wastewater.	
	River and stream water quality	Quality of wastewater discharges	Support for Wai Care groups.
	Sedimentation in Mahurangi harbour	Number of storm events each year	Compliance monitoring for earthworks and forestry operations. Contributions to the Mahurangi Action Group and the Kaipara Harbour Management Group
	Protection of Significant Natural Areas	Bushlot covenants DOC land ARC parkland QE2 Covenants Council land	Surveying programmes for vegetation and wildlife habitats. Councils open space policy.

Overall there are 7 community outcomes and 28 state indicators. Work is complete on the collection of data for the “state indicators” which has been published as a progress report on community outcomes ([www.rodney.govt.nz](http://www.rodney.govt.nz)) and in a summary brochure. The results show positive trends for 17 out of the 28 indicators and 5 neutral results.

The web site report includes graphic representation of the data in some detail. For example, the proportion of protected Significant Natural Areas is shown below :



Approximately 20,000 ha (10% of the total District) is designated as Significant Natural Areas and that 29% of this is protected by means of covenant or beneficial ownership. Rodney's innovative policy on exchanging rural development rights for bushlot protection covenants is helping to maintain the bio-diversity of the District.

The indicators were selected as far as possible from existing sources such as the Quality of Life Survey conducted as a joint venture between 12 metropolitan councils and the Rodney annual residents' survey. There were several indicators however that required new research, either by specialist scientists (water pollution indicators), by survey or by desk research in collaboration with other organisations (eg Rodney District Council, Valuation New Zealand and the Ministry of Education ).

Care was taken with the governance structure for the project to ensure that the statutory requirements were met and that the necessary expertise was available to the group.

The project sponsor was the Director of Corporate Services and project manager was the Strategy and Partnerships Manager (Beverly Fletcher). In addition, two project management groups were established, one with representatives from different departments within council and the other with representatives from partner organisations in regional and central government.

Focus groups were also held with residents who had contributed to the original community outcomes process (Vision Rodney). Three such groups were organised representing the different wards in the District. These groups were asked to comment on the indicator framework to make sure the measures seemed reasonable and would provide useful indications of progress.

In a separate project the council is working to translate the intermediate indicators and council interventions into departmental responsibilities and individual performance measures.

(More about Bernies work in here?)

Through this process, Rodney District Council will keep the end goals in sight but make the targets realistic and personally relevant for staff. The end goals (community outcomes) are the themes that unite the organisation and help to engage with the community but the individual targets are the motivators for day to day performance.

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