



JOHN ROBSON on Tauranga City Council...

Last week I promised to tell you what was in Report DC186.

Now, Council reports are not the most exciting documents, so for those who want a 'one-line executive summary' – DC186 confirmed that the Council had been mismanaged for years and was in a sorry state in 2013.

For those who would like a bit more detail, please read on.

The report stated that "internal infrastructure has not been maintained adequately" – and, specifically, that "there has been continued under investment over a number of years in Information Communications Technology (ICT), the civic campus buildings and professional development of our staff".

In my opinion, "under investment" means that when deciding where to spend your money – TCC made poor decisions.

According to the report, the impact of those poor decisions included:

- "information risks"
- "inefficient work practices"
- "an unhealthy work environment"
- "unforeseen costs"

- and negative impacts on staff "morale and capability".

The above list is an indictment of the leadership of TCC prior to 2013 – when TCC got a new Chief Executive and seven new Councillors.

However, more concerning for me was the report's implicit suggestion that, while the organisation was not in a fit state, its transport, water and wastewater infrastructure was well-managed.

Now, as any Chief Executive should know, if you have issues with systems and staff, unless your organisation is 'lottery-win' lucky – the chances of managing anything "well" is zero.

Something you are not aware of will bite you

And within months of receiving DC186 – TCC got bitten.

It discovered that it had been in breach of a critical infrastructure resource consent for years.

Next week: the cost of mismanagement at TCC.

John Robson