

# **Public Participation in Community and City Governance and Decision- making**

## **Activity Management Plan**

**Long Term Plan 2015–2025**  
*As amended through the Annual Plan 2016/17*

1 July 2016

## Quality Assurance Statement

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## Table of Contents

|  |           |
|--|-----------|
| Table of Contents .....  | i         |
| List of Tables .....   | ii        |
| <b>1 Key Issues for the Public Participation in Democratic Processes and City Governance and Decision Making Activity.....</b> | <b>1</b>  |
| 1.1 Community Outcomes .....   | 3         |
| 1.2 Effects of population growth and demand.....   | 3         |
| 1.3 Key Challenges and Opportunities for Public Participation in Democratic Processes.....                                     | 5         |
| <b>2 Proposed changes to activity.....</b>   | <b>11</b> |
| <b>3 Activity description .....</b>  | <b>16</b> |
| 3.1 Focusing on what we want to achieve .....  | 16        |
| 3.2 How we will know we are achieving the outcomes .....   | 16        |
| 3.3 What services we provide .....   | 17        |
| 3.4 Benefits and Funding Sources.....  | 18        |
| 3.5 Key legislation and Council strategies.....  | 19        |
| <b>4 Levels of service and performance measures .....</b>  | <b>20</b> |
| <b>5 Review of cost effectiveness - regulatory functions and service delivery .....</b>  | <b>39</b> |
| <b>6 Review of cost-effectiveness .....</b>  | <b>40</b> |
| <b>7 Risk Management .....</b>   | <b>41</b> |
| <b>8 Improvement Plan.....</b>   | <b>41</b> |
| <b>9 Operations, Maintenance and Renewals Strategy.....</b>  | <b>42</b> |
| <b>10 Key Projects.....</b>  | <b>43</b> |
| <b>11 Summary of Cost for Activity.....</b>  | <b>44</b> |

## List of Tables

|  |    |
|--|----|
| Table 1-1: Key Issues for the Public Participation in Democratic Processes Activity..... | 3  |
| Table 2.1: Proposed changes to activities.....   | 8  |
| Table 4-1: Levels of Service.....  | 16 |

# 1 Key Issues for the Community and City Governance and Decision-making Activity

A core purpose of local government is “to enable democratic local decision-making and action by, and on behalf of, communities”. This purpose implies that local government will be actively involved in building communities and fostering public participation in democratic processes.

This activity involves Council connecting with the community and ensuring that the community has opportunities to be involved in decision-making and understands Council issues and processes. It also involves support for the elected members and the processes that underpin decision-making to ensure decision-making processes must be effective, open and transparent and democratically accountable.

The activity encompasses:

- Communications advice, planning and provision
- Media liaison and information
- Consultation and engagement planning and delivery
- Design and distribution of information material
- Marketing advice, planning and provision
- Elections, Council, committees and community boards administration and support, and elected members’ support
- Elected member capacity development and leadership training
- Hearings Panels organisation and support
- Provision of advice to elected members and staff on governance matters and understanding the governance and decision making framework
- Mayor’s Office
- Community support and development

At any time, there are usually between eight and 12 decisions being formally consulted on through the Council’s ‘Have your Say’ portal. At the same time, a wide range of other decisions are in the process of being progressed through the Council’s governance bodies – at Council meetings, community board meetings, working parties, committees, taskforces and sub committees. Concurrently, there will usually be a raft of other engagement activities underway relating to Council work programmes and/or initiatives.

Typically, the main kind of work undertaken to support the this activity is:

- Preparation and implementation of communication, marketing, engagement and consultation plans and materials for all major, high-interest and sensitive projects and decisions made across the Council.
- Preparing media releases and advisory information on Council committee and working group decisions and issues
- Responding to media requests for information, comment and interviews
- Proactively anticipating issues of interest and preparing information to meet community interest
- Production and implementation of activity to inform the community of products and services the Council provides, including the execution of marketing activities to drive participation and business goals of some units.
- Providing secretariat services for Council, community board and committee meetings, and for Council elections
- Managing the processes of Hearings Panels
- Providing information, advice and support to the Chief Executive and the Mayor’s Office.
- Community development activities with local communities
- Engaging with sector groups to support their engagement with local decision-making

If we are to improve and increase citizens’ understanding of and participation in Council decision-making processes, there is an ongoing and increasing need for the community and media to receive relevant information and materials at all stages of decision-making, Channels for disseminating information need to be diverse and include online, print, mainstream and social media. We need to continue to make Council processes accessible, such as the recently-introduced live streaming of Council meetings; advance the option of online voting for local government elections; and incorporate options provided in the recent Local Government Act amendments for participating remotely in decision-making and hearings proceedings.

Connecting with our community means providing a mix of print and online public information about the Council's services, activities, decisions and vision; and engaging with the community at seminars, public meetings and hubs.

This activity also provides strategic, high-level communication of information for the organisation. Such communication focuses on matters relating to, for example, the Long Term Plan, District Plan, the Land Use Recovery Plan and Financial Strategy, the rebuild, and relationships/collaboration with external partners.

The activity's goals are that:

- The Council can excel at fulfilling its statutory responsibility to enable democratic local decision-making and action on behalf of the community
- There are opportunities for participatory democracy and communities are informed.
- Communications/engagement is established as a whole-of-organisation responsibility.

Since the earthquakes there has been heightened awareness of the huge need for, and benefits of, providing the community with timely, regular, honest information about Council decisions, projects (e.g. flood taskforce) and coordinating cross-agency messages and information. Communicating information and messages about things that really matter to people in times of uncertainty is an essential ingredient of building a resilient city where people feel they can participate in the decisions that affect their lives, homes and neighbourhoods. We are in the recovery phase where communications need to be proactive, long term, involve co-creation, are community focussed and specific.

## 1.1 Community Outcomes

The Community and City Governance and Decision making activity helps achieve these Community Outcomes:

- Decisions take account of community views
- People are actively involved in their communities and local issues
- The Council's goals and activities are clearly communicated to the community
- The special position of Ngāi Tahu is recognised
- Maori have opportunities and the capacity to contribute to decision-making processes
- Statutory obligations are met by the Council
- Decisions are transparent and informed by timely, accurate and robust information and advice.
- People have the information and skills to enable them to participate in society
- Cultural and ethnic diversity is valued and celebrated
- People have strong social networks
- People are safe from crime
- There is increasing participation in recreation and sport activities
- Decisions take account of community views

for Christchurch also directed contributes to the city's commitment to becoming a Resilient City

## 1.2 Effects of population growth and demand

We need to change the way we inform and engage with our residents, to meet the changing demography of the City. Key challenges include

- § An ageing population and increasing diversity in the older population and a minority but increasing number facing material deprivation and hardship
- § A growing number of vulnerable and stressed community members and communities
- § Movement within the city, including communities from the east to the west, following the red zone announcements and release of new areas of housing supply.
- § The impact of growing numbers of migrant workers coming into the city to support the rebuild,
- § Short to medium term influx of rebuild-focussed workers and a returning international student sector.
- § Significant disparities in well being between different population groups
- § One in five of our children live in poverty. Inequalities between ethnic groups persist
- § Size of household declining

The Maori population is expected to increase by 38% between 2006 and 2021. This is an increase from 8% to 10% of the population. Over the same time, the Asian population is expected to increase by 74%, and make up 13% of the population. Pasifika peoples are expected to increase from 3 percent to 4 percent (a 52% increase). The Council needs to consider this changing make-up of its residents in all the ways it communicates and engages on Council decisions.

Changes to population distribution in the city will impact the outcome of the representation review and may impact the boundaries of the wards in the city in the upcoming representation review. This involves a conversation with the community about the number of councillors, the ward structure and community boards.

Every day, citizens engage with the Council, either face-to-face, by phone, email or online. For most users of the Council's online channels, the internet is an integral part of daily life. 87% of New Zealand's total population is now online and 70% use the internet every day. This is a growing trend, reflected in the fact that almost all our under 40s are online. It has greatly influenced how we consume information and media,

and the smart phone has been a silent game-changer in the way modern urban communities communicate and transact online.

The shift in our community's media consumption habits means the Council must be resourced and ready to change with it. This is particularly relevant to online, digital and mobile channels – the platforms Council has to serve its information (i.e. websites) must be able to perform on various devices (i.e. laptops, tablets and smart phones) but more importantly, serve content that is easy to find and relevant to the customer. The uptake of new technologies means the Council has opportunities to make it easier to deliver information about Council decision-making, such as meeting agendas and minutes in ways that are accessible and fast. There are opportunities to adapt the way we receive submissions and make them publicly available.

We need to decrease our reliance on print media and increase the use of digital communication which is effective and cost efficient.

The Council's service delivery remains primarily through traditional channels (phone, face to face and email) – the customer services team handled nearly 1 million interactions through these traditional channels last year. Such channels are more expensive and less responsive than online options.



### 1.3 Key Challenges and Opportunities for Public Participation in Democratic Processes

As it works towards achieving the Community Outcomes above – and is influenced by the population trends outlined – the Public Participation in Democratic Processes activity faces a number of specific challenges. These are described below in Table 1-1.

**Table 1-1**

| Key Issue  | Discussion  |
|--|---|
| <p>Less than half the city's citizens participate in the Council's democratic process</p>                                    | <p>It is important that our residents trust the Council, are engaged and get involved in its decision making. The biennial Quality of Life Survey 2014 shows that 41% of Christchurch respondents felt that the public had some, or a large influence on the decisions the Council makes (very similar to the six city average (40%) and an improvement on the 35% result in 2012). Only 5% of Christchurch respondents felt the public has a large influence (the same as the six city average). Half (52%) said the public has little or no influence on Council decision making. Though Christchurch's residents' views are, therefore, similar to our other metropolitan counterparts, there is no room for complacency and a greater increase in trust and participation needs to be a priority. The Council needs to ensure that the community can easily understand and access the information and processes that underpin decision-making. This includes better informing them about forthcoming decisions that are being debated, how they can participate, and updating interested people and submitters about relevant decisions that have been made and the reasons supporting these.</p>   |
| <p>Two thirds of the city's residents do not understand the Council's decisions and processes.</p>                           | <p>The Quality of Life Survey 2014 shows that 33% of Christchurch respondents said they understood how the Council makes decisions. This is similar to the six city rate of 30% and higher than Auckland (28%) and Wellington (29%). Dunedin is 39%. This rate is up from 25% for Christchurch in 2012.</p> <p>The survey results align with the 2012 Communications Audit carried out for the Council, which also found that residents did not understand the decision-making process.</p> <p>This Council is committed to being open and transparent and involving residents in decision-making. It recognises that building the city's social capital will strengthen democracy and foster strong citizen commitment for the rebuild of a resilient city and communities.</p> <p>The only connection many Christchurch residents have with their council is via their rates bill. We want to move residents along the spectrum where full participation involves standing for Council or Community Boards.</p> <p>Providing accessible information, such as promoting what is on the agenda at upcoming Council meetings and also information about forthcoming Council decision-making and elections will promote greater understanding in the community about the role and actions of the Council.</p> <p>We need to provide targeted communications and engagement to increase the Council's connection with youth, the elderly, migrants and minority groups who at present are not widely represented in our decision-making processes.</p> |
| <p>We need to ensure Maori have opportunities and the pathways to contribute to the Council's decision-making processes.</p> | <p>Ngai Tahu are our mana whenua and a strategic partner of the Christchurch City Council. We need to work more closely with Nga Tahu and its runanga.</p> <p>We need to provide and develop appropriate liaison processes which enable Maori to take opportunities to participate in Council decision-making on issues of mutual interest. Partnering with Ngai Tahu to provide Mahaanui Kurataiao Ltd services recognises the special position that Ngai Tahu has in Council decision-making.</p> <p>We also need to work with pan-iwi Maori who have made Christchurch their home.</p> <p>There need to be specialist staff resource dedicated to building and maintaining relationships with Maori, to encourage greater participation in Council decision-making processes.</p>  |

| Key Issue   | Discussion  |
|---|---|
| <b>Ageing population</b>  | Older people comprise 14% of the city's population. The number of older people in the city is projected to double, increasing to 22% of the total population by 2031. Even though older people are remaining healthier in general, the number of very old people is growing both in absolute numbers and as a proportion of the total population over the age of 65, and will continue to increase. Older people are increasingly likely to have other specific cultural and social needs. Most older people are not experiencing particular material hardship. However a minority (5%-10%) experience some hardship and a further 5% experienced marked hardship. In the next 40 years it is predicted that older people will be overrepresented in low income households. Keeping older people active, connected and engaged is important.  |
| Changing demographics in Christchurch will impact the Representation Review in 2015/2016  | The Council is required to review its representation arrangements at least once every six years. This is next required in 2015/16. This will involve a conversation with the community about how Christchurch is governed, including the number of Councillors, whether the Councillors are elected as a whole or in wards. If a ward based system is preferred how many wards are there to be, what are the boundaries, name and number of wards; whether the boundaries of the community boards are the same as the wards and how many. The final decision is made by the Local Government Commission and will be in place for the 2016 elections.  |
| Holding Local Elections in 2016   | Conduct the 2016 local authority triennial elections for the Mayor, Council and Community Boards in the new governance framework as defined in the Representation Review, noting that there will also be elections for the Canterbury District Health Board and Environment Canterbury which the Government have indicated is likely to return to elections in 2016. Encouraging greater participation in the elections and, if Regulatory approval is obtained, and it is financially viable, participating in online voting trials..  |
| Residents need timely, relevant and accurate information about Council decisions, activities and projects so that they can choose to participate. | <p>The 2013/14 Christchurch City Council Point of Contact Residents' Survey showed that 62% of residents (53% in 2012/13) were satisfied that Council communications are timely, relevant and accurate. 11% are dissatisfied. The current level of service for this activity is 65%. Respondents commented that with the election of a new council, Council communications have and continue to improve. However, we can do better. Residents consider the most needed area of improvement is for information to be targeted to geographic areas/interest group(s), rather than relying on a city-wide approach. This aligns with the 2012 Communications Audit which says that adopting a culture of open communication and engagement with the public will help build understanding and support for the Council's plans and decisions.</p> <p>All information needs to have a residents' lens. To help achieve this we have this year worked with a group of residents association representatives, coordinated by the Mayor's Office, to peer review our communications for major flooding projects.</p> <p>Our communications includes providing media with information, partnering CERA in a monthly multi-agency publication to residents, on-line channels, social media, e-newsletters, the use of existing channels including residents' groups newsletters, school newsletters, sports and cultural newsletters, maintaining bulletin boards in the city and on the Peninsula (plan to improve this). We recognise that we need to be out in the community and starting with drop-in sessions, we are looking at mobile outreach sessions in service centres and malls.</p> |

| Key Issue   | Discussion  |
|---|---|
| <p>Residents want targeted information, relevant to them - their geographic area or area of common interest</p>         | <p>The Communications Audit found that the Council needs to reduce its reliance on media statements and more direct communication with residents is called for. A Mayor's Office initiative involved sending regular newsletters to residents in the Port Hills (circulation 1600) and Flood risk areas (circulation 800).</p> <p>We are continuing to refine the Council's resident databases so we can tailor communications to geographic and issues-based interest groups. We recognise the key role that Community Boards will play in the success of targeted communications. The targeted communication involves community engagement (seminars, hubs, public meetings, face-to-face engagement), public information (about council services, activities, decisions and vision) and resolution (residents come to the Council for solutions to their problems because we are on their side).</p> <p>If we are to truly deliver targeted information to residents we should take a holistic view to the way Council talks to residents across all of its channels. Starting with the Council's brand and personality – what is its 'voice'? What is its personality when talking to residents about building consents versus its voice when talking about events and festivals?</p> <p>The way in which residents receive information (other than through databases) needs to be refined starting with the website – a study of user habits is underway (via Online Channels) which will reveal traffic and high usage pages. The site should be optimised to provide residents with an easy way to access specific and relevant information.</p> <p>A long term vision for truly targeted and relevant information for ratepayers can be achieved by developing a CRM (Customer Relationship Management) system for all of our ratepayers. This would allow customised 'profiles' for ratepayers to see all their relevant information (i.e. dog registrations, rubbish collection days, pool/gym memberships, rates and land information). Development and discussions about this feasibility of this are underway within the organisation.</p> |
| <p>Effective communications and engagement need to be embedded as a whole of Council responsibility and commitment.</p> | <p>The Communications Audit 2012 found that the way the Council is structured means that External Relations and Communications is not accountable for directing or prioritising communications, including through one of its main communications channels, the website, or marketing across the Council. The audit found that this is hindering the Council's ability to communicate effectively. The organisation structure should be such that communications/marketing/engagement activity in any part of the Council has a dotted line of accountability to Communications, to ensure consistent style, messaging and delivery.</p> <p>The External Relations and Communications Unit, which now includes marketing, consultation, engagement and production and design teams, needs to provide overview, to ensure that the provision of all public information, marketing and engagement with the community is consistent with the organisation's commitment to citizen-centric communications. These communications are wherever possible tailored to community needs, content is accurate and accessible for the intended audience, delivered through an appropriate vehicle/channel for delivery – web, social media, appropriately targeted and where possible provides opportunity for feedback loops.</p> <p>Council project and event planning can be improved by combining marketing, engagement and communication plans into a single plan with measurable objectives that can be reported on.</p> <p>In line with project planning, a more transparent project pipeline of work would enable the Marketing and Communications teams to find efficiencies and opportunities across the organisation. This would extend not only to communications and marketing messages but also to the platforms that are developed which serve the messages such as event websites, FaceBook pages and smartphone apps. Because there isn't structured visibility across the organisation there is a risk that platforms could be developed in isolation when the platform may already exist or a better platform is more appropriate.</p>            |

| Key Issue   | Discussion   |
|---|--|
| <p>We need to deliver online services that meet a genuine need and are the first choice as a point of contact with the Council.</p> | <p>The 2012 Communications Audit found that the website is outdated and difficult to navigate and there is no on-line strategy. Our corporate website offers over 4500 pages of content and while we are diligent about putting content online, often not enough emphasis is placed on the needs of the user, and as such content has been an adapted version of the printed form rather than designed for the digital platform.</p> <p>In-house resource and expertise are scattered across different teams and while most departments across the Council are keen to engage online, we have a disjointed collection of online resources that present a patchy view of Council. At times it can dilute the Council brand. An Online Channels Strategy, currently in draft and presented as part of the customer services activity management plan, proposes a strategy implementation roadmap, including projected outcomes to 2017. We need increased delivery of online services across a range of online platforms/devices that meet genuine and evolving needs and encourage online participation as a first choice solution.</p> <p>The organisation needs better synergy in its online offer for example, individual teams will post online content in isolation of other teams who are developing marketing and communications materials – the result being disjointed messages and wasted opportunities</p> <p>Council's delivery of online channels has resulted in a high number of websites external to the corporate website. These serve specific content such as for events or festivals. There is a business need for better online services that will support the revenue generating parts of Councils business such as Leisure Centres and gyms as well as various programmes such as Library and Swimsmart. There is a significant opportunity to tie this in with the development of a whole range of digital resource which will deliver a vastly improved service to ratepayers – such as online channels and targeted information.</p> <p>Social Media is one significant opportunity (and risk) to the organisation due to its power to influence and engage with audiences. The opportunity for the Council is to use it to target and engage with ratepayers about specific issues, foster feedback and sharing knowledge. The risk to Council is the incredible power it has particularly when sensitive issues are identified, discussed and shared to the online community. Appropriate resource must be allocated to manage content and feedback especially after hours and on the weekends when Social Media users are highly active.</p> <p>The draft Online Channels Strategy includes a Social Media aspect and should be developed in collaboration with Communications and Marketing. This is to ensure the strategy identifies the target audiences, tone of voice, content, resourcing and management of the assets. Communications and Marketing will add valuable insight and knowledge about the target audiences, habits, and help craft content to engage and resonate in line with objectives.</p> <p>The Council needs to ensure that the ways in which it makes information about Council decision-making processes and opportunities for input (e.g. meeting agendas, minutes, background reports) easily accessible and take advantage of modern technologies.</p> |

| Key Issue  | Discussion   |
|--|--|
| <p>We need to foster an inter-agency approach for communications/engagement on rebuild/recovery issues and projects.</p>                     | <p>Good communications, engagement and transparency are essential for a good recovery. Residents are seeking a vision for the city. The Communications Audit called for organisations responsible for the rebuild of Christchurch to work more closely together with consistent messages. Residents are currently deluged with a plethora of information from the various agencies involved in the rebuild.</p> <p>External relations staff are currently in discussions with their counterparts at CERA to ensure residents are provided with a single source of joined up communications. Examples are joint land information hubs with EQC. The Government is funding the monthly Greater Christchurch Recovery Update and has offered for this to be a joint Council/CERA publication at no cost to the Council. In previous years, the Council's communication budget included \$259,000 for the Our Christchurch publication, but this was removed from the budget for the 2013/14 Annual Plan as a cost-saving measure. With CERA transitioning its powers back to the Council in 2016, funding of the joint publication will cease. Given that the methods of communication are changing so rapidly away from print media, this form of communication may not have as much relevance and, therefore, not require funding in 2016.</p> <p>Currently, the Council spends \$87,000 a year on media monitoring and by combining with CERA as a joint account, we can save this amount. There is also potential to consolidate communication projects teams to avoid duplication and combine design, production and distribution services between local and central Government.</p> |
| <p>The Council organisation needs to improve the effectiveness of its internal communications amongst colleagues and to elected members.</p> | <p>When every staff member of the Council holds the same values, understands the organisation's policies and procedures in the same way, and is focused on the same mission, the organisational culture is enhanced, promoting more effective use of resources. This level of collaboration and cohesiveness relies on a carefully planned internal communications strategy which is implemented across all levels of an organisation.</p> <p>It is the goal of the Council's Internal Communications Strategy to ensure the organisation is communicating effectively with its employees, in order for it to develop a cohesive culture where everyone is focused on the same goals and the same objectives. The result is an organisation whose employees who work more efficiently together and collaborate more effectively.</p>   |
| <p>Elected members require greater support from communications, engagement and secretariat/administrative staff</p>                          | <p>External Relations and Communications staff members are working closely with the Mayor's Office, providing support with media liaison to the Mayor and Councillors.</p> <p>The team will also provide media training for all elected members as required.</p> <p>A member of the Mayor's Office is dedicated to providing communications advice and support to councillors and community board members.</p> <p>Communications staff are required to support the new committee structure, which includes several working groups, taskforces and forums, which require a range of external communications' support.</p> <p>Staff administrative and logistic support is provided for Elected Members: the need for this continues to grow.</p>  |
| <p>Engaging with the community on the development of a resilience strategy for the city</p>  | <p>The teams in Communication, Marketing and Engagement will support the development of a resilience strategy for the city.</p>  |

| Key Issue  | Discussion   |
|--|--|
| <p>Ratepayers and residents have a desire for a vision for the City, and part of that requires a strong city council brand</p> | <p>We are in a period of rebuilding and developing the city ready for the future. When that horizon is realised, the city will receive unprecedented attention from both domestic and international market sectors. Tourism, business, real estate, education are but a few categories that will flood the city with attention which we need to be prepared for.</p> <p>Aside from the physical infrastructure and buildings, the vision for the city – where we are heading, what we will be, and what the future holds is important to communicate to the residents.</p> <p>A strategic vision needs to be developed, led by the Council in collaboration with important city Stakeholders and partners. The vision will give confidence to ratepayers, overriding potential negative media coverage around specific rebuilding projects, and provide a platform for positive messaging from the Council.</p> <p>In conjunction with this, should be the re-development of the Council brand. At present the brand is unchanged since before the earthquakes, it is no longer appropriate to the current environment nor appropriate for when the city has been rebuilt. We have the opportunity to start developing the strategic platform for the brand now, looking to develop creative in 12-18 months time leading to positioning the organisation appropriately for the completion of the rebuild.</p> |

## 2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Public Participation in Democratic Processes activity since the Three Year Plan 2013-16 Activity Management Plan.

**Table 2-1 Proposed changes to activity**

| Key Change  | Reason  | Level of significance? What investigations are needed?   | Options for consultation and engagement   | Financial Implications (if any)                                |
|---|---|--|---|--|
| Increased collaboration with other rebuild and recovery agencies in the city to rationalise and improve communications for residents. | <p>Residents receive a plethora of information from various agencies and the result is they are often confused rather than informed. By collaborating with these agencies we can produce better information on rebuild and recovery services and activities.</p> <p>The Government is funding the monthly Greater Christchurch Recovery Update and has offered for this to be a joint Council/CERA publication at no cost to the Council. In previous years the Council's communication budget included \$259,000 for the Our Christchurch publication, but this was removed from the budget for the 2013/14 Annual Plan as a cost-saving measure. Currently the Council spends \$87,000 a year on media monitoring and by combining with CERA as a joint account, we can save this amount. There is also potential to consolidate communication projects teams to avoid duplication and combine design, production and distribution services between local and central Government.</p> | <p>Medium significance in terms of the benefits to the community receiving joined-up, relevant communications from across agencies.</p> <p>Ongoing collaboration with central government agencies will identify further areas for efficiencies</p> | <p>At operational level:<br/>Opportunities during transition for greater efficiencies e.g. shared/collaborative engagement activities and single-source publications.</p> | <p>Savings through media monitoring and joint publications</p> |

| Key Change  | Reason   | Level of significance? What investigations are needed?   | Options for consultation and engagement   | Financial Implications (if any)   |
|---|--|--|---|---|
| Target communications/engagement to increase the Council's connection with youth, the elderly, migrants and minority groups | <p>Recent feedback from surveys and audits of the Council's communication demonstrate a need for communications/engagement to be targeted to specific interest groups. We need to deliver an audience-centric approach which is a combination of public information, community outreach (static base or hub, mobile hubs, seminars, co-creation –In the Know website) and individually targeted information.</p> <p>We also need to use existing communication channels including school newsletters, residents' groups newsletters, maintaining bulletin boards in the city and Banks Peninsula, Dedicated communications resource needed to provide targeted information to ethnic groups and the elderly and youth.</p> | Medium significance in terms of the benefits to the targeted communities who will have improved access to Council publications and information, resulting in greater participation in civic life and decision making | <p>Continue to liaise with community leaders including community boards and residents groups for their input on communication plans.</p> <p>Suggest that community boards are removed from this as they are part of the Council</p>                 | More efficient and cost effective   |
| Make information about Council decision-making processes more readily available and in accessible formats.                  | <p>Providing accessible information such as promoting what is on the agenda at upcoming Council meetings and also information about forthcoming Council decision-making and elections will promote greater understanding in the community about Council decision making.</p> <p>Need to provide more information as on-line videos. We need to audit the skill set of members of the communication team to ensure there is resource to produce photographs/videos for different media channels.</p>  | Medium significance in terms of the benefits to the community and greater interest and participation in civic life and decisions   | <p>More targeted consultation and engagement methods to encourage greater levels of participation</p> <p>Enhancements to CCC website content, which will encourage greater accessibility and understanding of Council decision-making processes</p> | Cost savings by delivering more information and engagement activities via online channels, which are more cost effective than print alternatives. |



| Key Change   | Reason  | Level of significance? What investigations are needed?  | Options for consultation and engagement   | Financial Implications (if any)  |
|--|---|---|---|--|
| <p>Strengthen the relationship between the Council and Ngai Tahu to foster greater participation in Council decision-making by mana whenua.</p> <p>Build the relationship with tangata whenua who live here, to encourage Maori to take opportunities to participate in Council decision-making.</p> | <p>We need to provide and develop appropriate liaison processes which enable Maori to take opportunities to participate in Council decision-making on issues of mutual interest. Partnering with Ngai Tahu to provide Mahaanui Kurataiao Ltd services recognises the special position that Ngai Tahu has in Council decision-making. We also need to work with pan-iwi Maori who have made Christchurch their home. Additional, specialist staff to develop and maintain these relationships are proposed in the current Change Proposal for the organisational structure of the Office of the Chief Executive.</p> | <p>High significance for the Council in meeting its commitments to involve Maori in decision making</p> | <p>Greater opportunities for consultation and engagement</p>                    | <p>Appointment of Kaupapa Maori staff anticipated as outcome of current restructure of the Office of the Chief Executive</p> |
| Representation Review  | <p>There is a statutory requirement to undertake a representation review, on the governance framework for the city including the number of elected members and where boundaries should be.</p>  | <p>High</p>   | <p>Yes, opportunity for all in the community to participate</p>                 | <p>Money is budgeted for the review</p>  |
| Conduct Local authority elections in 2016  | <p>This is a statutory requirement</p>  | <p>High</p>   | <p>Yes, all those enrolled to vote are able to exercise their right to vote</p> | <p>The holding of elections are included in the budget.</p>  |
| Tool for management of submissions   | <p>Investigate a technology solution for a smarter way to manage submission processes for SCPs and other consultation/submission processes across Council</p>   | <p>Medium</p>   |   | <p>Not budgeted for but would provide savings in long term.</p>  |

| Key Change   | Reason  | Level of significance? What investigations are needed?  | Options for consultation and engagement | Financial Implications (if any)  |
|--|---|---|---|--|
| Provide increased communications support for elected members             | Elected members want to connect with their communications to ensure citizens participate in the democratic process and also receive timely, relevant, accurate information. We currently run media training course and provide media and engagement support to elected members.   | Low significance but important support  | No                                      | None   |
| Increased communications from organisation to elected members and staff. | Elected members and staff need to know information before it is released publicly. They receive questions from the public and need to have the correct information to respond on behalf of the organisation.  | Low significance but important support  | No                                      | None   |
| Deliver online services that meet a genuine need                         | 87% of New Zealand's total population is now online and 70% use the internet every day. This is a growing trend reflected in the fact that almost all our under-40s are online. There is still a need for some print media, but we need to decrease our reliance on print media and increase our online service. An Online Services Strategy has been developed and this is included in the Customer Services Activity Management Plan. That strategy reviews the Council's online services and proposes a way forward.<br><br>We are working with the Council's call centre to ensure that we monitor social media after hours (between 5pm and 8am, 24/7) and respond to queries. | High significance in terms of the benefits to the community as improved online access will enable increased access to information and participation in decision making and Council processes. We can get information our faster and respond more quickly. | No                                      | Yes – online channels can be more cost-effective than print alternatives |

| Key Change  | Reason   | Level of significance? What investigations are needed?                               | Options for consultation and engagement | Financial Implications (if any)   |
|---|--|--|---|---|
| Dedicated resource to leverage and support the Future Christchurch partnership between CCC and CERA | The partnership has resulted in a number of communication channels being developed to engage with ratepayers and residents – Website, electronic database (10,000 + signed up), FaceBook. These are shared between CCC and CERA to tell inform citizens of life in the city (things to do, see, experience), updates on rebuild projects and contribute to living in Christchurch. These initiatives require an ongoing budget to support the technical delivery of the communications such as website maintenance, distribution costs for electronic database, posts to Face Book etc.  | Low significance as brand is established with CCC/CERA already                       |   | Annual budget for digital services and online maintenance requested \$5k per annum  |
| Development of vision and brand strategy for the Council  | <p>The Council's brand identity must be aligned with its vision for the city and the experience the city will give its ratepayers and visitors. While this may not seem a priority now, the timing is right to start the development and scoping for the project to deliver in 2018 or later.</p> <p>A period of exploration is required to work with key Stakeholders and partners to set the high level strategic vision for the city and then develop an appropriate brand identity for the Council.</p> <p>Part of the scoping and development of the strategy will be developing an architecture for the Council's brand which includes it's personality (both internally and public facing), look and feel (not just logo), tone of voice (how it communicates across multiple audiences) and physically how it looks across various applications.</p> | High significance. This is a serious piece of work which involves many stakeholders. |   | <p>Major scoping is required to accurately cost the exercise – indicative estimates are</p> <p>Design (external) \$150-300k</p> <p>Execution (rebranding on all Council assets) \$3m+</p> |

## 3 Activity description

### 3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the Community Outcomes for Christchurch. The outcomes that relate most directly to the delivery of this activity are:

- Maori have opportunities and the capacity to contribute to decision-making processes
- Decisions take account of community views
- People are actively involved in their communities and local issues
- The Council's goals and activities are clearly communicated to the community
- The special position of Ngāi Tahu is recognised
- Statutory obligations are met by the Council
- Decisions are transparent and informed by timely, accurate and robust information and advice.
- People have the information and skills to enable them to participate in society
- Cultural and ethnic diversity is valued and celebrated
- People have strong social networks
- Decisions take account of community views

### 3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- **The media and the community receive timely, accurate information** about Council issues and decisions.
- **The community** is informed about and **understands engagement and consultation processes**, and when it can be involved.
- **Consistent, best practice, accessible engagement and consultation processes, that meet LGA requirements**, ensure the Council **takes into the account community views** in its decision-making,
- **The special position that Ngāi Tahu has in Council decision-making is recognised**. Partnering with Ngāi Tahu to provide Mahaanui Kurataiao Ltd services acknowledges that special position.
- **Appropriate liaison processes with Maori are provided, enabling** them to take **opportunities to participate** in Council decision-making on issues of mutual interest.

- **The Council's key partners, stakeholders and the community are informed and engaged** about major strategic planning and decision making that it is undertaking.
- Recording decisions, communicating them and monitoring follow-up actions ensures that **decisions are given effect to and decision-making is transparent.**
- **Council** decision-making, elections, polls and representation **processes comply with statutory requirements.**
- **The Mayor, Councillors and Community Board Members** have the information, advice and logistical support to **carry out their functions, duties and powers effectively and efficiently.**
- The **Council actively engages with target groups** such as youth and children, people with disability, older people, culturally and linguistically diverse residents and communities .
- **Communities (local and communities of interest) are actively engaged as part** of local and Council **decision making.**
- **Communities have information, advice and guidance** that encourages collaboration and increases their ability to engage in local democratic decision-making and action

### 3.3 What services we provide

This activity includes the following services:

- Participate in Resilient Cities Network
- Providing advice, leadership and support for engagement and consultation planning and processes
- Coordinating, planning and managing all communication to/from the media
- Providing external communications to inform the Christchurch community about Council, services, decisions, and opportunities to participate (this includes design and distribution of materials, marketing)
- Providing internal communications to ensure staff and elected members are informed about Council activities
- Working with strategic partners to provide public information to Christchurch citizens
- Consulting and engage with stakeholders to ensure the Council considers their views when making decisions that affect their community or interests
- Providing secretariat services, information, support for Council decision making processes at governance-level meetings and hearings and to Elected Members of the Council and Community Boards
- Managing relationships with Treaty partners and Manu Whenua
- Providing information, support and advice to the Mayor
- Holding elections of Elected Members to the Council and Community Boards, polls and representation reviews
- Strengthening communities through community development and engagement and capacity building initiatives

### 3.4 Benefits and Funding Sources

Customers include elected members (Mayor, Councillors and Community Board members), the community at large but specifically eligible Christchurch voters, Maori, and interest groups; including faith-based organisations, business and activity-specific clubs and associations, resident groups, and social service agencies, communities of interest.

#### 3.4.1 Who Benefits?

| Who benefits?                      |      |                              | Key:     |
|------------------------------------|------|------------------------------|----------|
| Individual                         |      |                              | Full     |
| Identifiable part of the community | Some | Decision or project specific | Majority |
| Whole community                    | Full |                              | Some     |

#### 3.4.2 Who pays?

| Funding - Fees / User Charges | Other revenue Grants & Subsidies | General rate | Targeted rate |
|-------------------------------|----------------------------------|--------------|---------------|
| 0%                            | 0%                               | 100%         | 0%            |
|                               |                                  | Full         |               |

| Key:     |   | Typically |
|----------|---|-----------|
| Full     | All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund. | 95%+      |
| Majority | The majority of the activity is funded from this source.  | 50%+      |
| Some     | Some revenue is derived from this source.   | <50%      |

Does this Activity generate surplus funds that can be applied to other areas? **No**

### **3.5 Key legislation and Council strategies**

- Local Government Act 2002
- Resource Management Act 1991
- Local Government and Official Information Meetings Act 1987
- Local Electoral Act 2001
- Local Electoral Regulations 2001
- Engagement Strategy, 2012
- Canterbury Earthquake Recovery (CER) Act 2011
- Significance Policy, 2013 (will be replaced by Significance and Engagement Policy by 1 December 2014)
- Consultation Policy, 2003 (

## 4 Levels of service and performance measures

Table 4-1

| Performance Standards<br>Levels of Service<br>(we provide)   |   | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)                  | Current Performance   | Benchmarks  | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|---|--|--|---|---|---|---|---|---|
|  |   |  |  |   |   | Year 1  | Year 2  | Year 3  |   |
|  |   |  |  |   |   | 2015/16   | 2016/17   | 2017/18   |   |
| <b>Participate in Resilient Cities Network</b>   |   |  |  |   |   |   |   |   |   |
| 5.0.12   | Develop and embed 100RC Christchurch Resilience Strategy  |  | <i>Levels of service included as part of adopting the LTP 2015-25. See Council agenda appendix 3</i> |   |   | 4.1.29.1<br>100RC Christchurch Resilience Strategy completed by December 2015<br><br>4.1.29.2<br>Embedding the 100RC Christchurch Resilience Strategy, completed by June 2016 | No targets proposed   | No targets proposed   |   |
| <b>Provide advice, leadership and support for engagement and consultation planning and processes</b> |   |  |  |   |   |   |   |   |   |
| 4.1.9  | Percentage of residents that feel they can participate in and contribute to Council decision-making | <i>The community is informed about and understands engagement and consultation processes<br/><br/>Appropriate liaison processes with Maori are</i> | <i>Surveyed annually through the General Resident Satisfaction Survey.</i>                           | 41%<br><i>(Quality of Life Survey of residents in the six major cities)</i> | 40%<br><i>(average of 6 major cities surveyed in 2014 Biennial Quality of Life Survey)<br/><br/>Wellington 47%<br/>Auckland 36%<br/>Dunedin 47%</i> | At least 41% of Residents that feel they can participate in and contribute to Council decision-making   | At least 50% of Residents that feel they can participate in and contribute to Council decision-making | At least 50% of Residents that feel they can participate in and contribute to Council decision-making | At least 60% of Residents that feel they can participate in and contribute to Council decision-making |



| Performance Standards<br>Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance  | Benchmarks   | Future Performance (targets)   |  |  | Future Performance (targets) by Year 10<br>2024/25                         |
|--|--|---|---|--|--|--|--|--|--|
|  |  |   |   |  |  | Year 1   | Year 2   | Year 3   |  |
|  |  |   |   |  |  | 2015/16  | 2016/17  | 2017/18  |  |
|  |  | <i>provided, enabling them to take opportunities to participate</i>   |   |  |  |  |  |  |  |
| 4.1.5  | Council's Consultation processes are implemented in accordance with the consultation principles of the LGA | <i>Consistent, best practice, accessible engagement and consultation processes are followed, in accordance with LGA requirements</i>                  | <i>% of Council consultation processes comply with LGA requirements (s82-87)</i>  | <i>Current consultation policy and processes are in accordance with LGA consultation principles</i>  | <i>The national benchmark is that all New Zealand councils comply with LGA principles.</i>     | 4.1.5.1<br>Consultation processes in accordance with LGA principles – 100% | 4.1.5.1<br>Consultation processes in accordance with LGA principles – 100% | 4.1.5.1<br>Consultation processes in accordance with LGA principles – 100% | 4.1.5.1<br>Consultation processes in accordance with LGA principles – 100% |
| 4.1.18   | Percentage of residents that understand how Council makes decisions  | <i>Trends of residents participating in democratic processes whose understanding of how the Council makes decisions processes increase over time.</i> | <i>Targeting improvement while recognising that nationally this is a difficult issue to make progress on.<br/><br/>Achievement needs to be a collaborative effort on the part of both Elected Members and staff, including implementing relevant outcomes from 2012</i> | 2013/14: 32%<br>2012/13: 40% (residents survey)<br>2011/12: 34%<br>2010/11: not surveyed<br>2009/10: 37%<br>2008/09: 38% (QoL)<br>2007/08: 31.5% | 41%<br><i>(average of 7 major cities surveyed in the biennial Quality of Life Survey 2010)</i> | At least 35% based on nationwide survey                                    | At least 37%   | At least 40%   | At least 42%   |

| Performance Standards<br>Levels of Service<br>(we provide) |   | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks   | Future Performance (targets) |              |              | Future Performance (targets) by Year 10<br>2024/25 |
|--|---|--|---|---|--|------------------------------|--------------|--------------|--|
|  |   |  |   |   |  | Year 1                       | Year 2       | Year 3       |  |
|  |   |  |   |   |  | 2015/16                      | 2016/17      | 2017/18      |  |
|  |   |  | <i>Communications audit.</i>  |   |  |                              |              |              |  |
| 4.1.19   | Percentage of residents that understand how Council makes decisions - targeted survey                         |  | <i>Use an additional targeted survey of those who have had contact with the Council via a hearing process or talking to the council, its committees or community boards</i> |   | <i>To be assessed based on 1<sup>st</sup> year of survey results</i>                           | Targetted survey 65%         | 67%          |              |  |
| 4.1.20   | Percentage of residents that feel the public has some or a large influence on the decisions the Council makes | <i>Trends of residents participating in democratic processes who feel they are able to influence Council decisions increase over time.</i> | <i>To make progress towards the average benchmark as measured by the biennial Quality of Life Survey, while acknowledging historic CCC LOS.</i>                             | 2013/14: 41 %<br>2012/13:36 % residents survey<br>2011/12: 39%<br>2010/11: not surveyed<br>2009/10: 38%<br>2008/09: 58% (QoL) | 63%<br><i>(average of 7 major cities surveyed in the biennial Quality of Life Survey 2010)</i> | At least 55%                 | At least 55% | At least 55% | At least 55%                                       |

| Performance Standards<br>Levels of Service<br>(we provide) |   | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance  | Benchmarks   | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|---|--|---|--|--|---|---|---|---|
|  |   |  |   |  |  | Year 1  | Year 2  | Year 3  |   |
|  |   |  |   |  |  | 2015/16   | 2016/17   | 2017/18   |   |
| 4.1.21   | Percentage of residents that feel the public has some or a large influence on the decisions the Council makes - targeted survey |  | <i>Use an additional targeted survey of those who have had contact with the Council via a hearing process or talking to the council, its committees or community boards</i> |  | <i>To be assessed based on 1<sup>st</sup> year of survey results</i> | Targeted survey<br>65%  | 67%   |   |   |
| 4.1.11   | Provide advice- and leadership in engagement and consultation planning and delivery.  | <i>Consistent, best practice, accessible engagement and consultation processes are followed, in accordance with LGA requirements</i> | <i>Number of FTE staff working specifically on engagement and consultation</i>  | <i>Engagement Team: 6,240 hours pa</i>   | <i>Staffing levels are similar to other councils</i>                 | 4.1.11.1<br>6,240 hours provided per annum for engagement planning and delivery   | 4.1.11.1<br>6,240 hours provided per annum for engagement planning and delivery   | 4.1.11.1<br>6,240 hours provided per annum for engagement planning and delivery   | 4.1.11.1<br>6,240 hours provided per annum for engagement planning and delivery   |
|  |   |  |   | <i>Consultation Team:<br/>13,728 hours pa, plus 2,340 hrs additional consultants' hrs (used as work programme demands)</i> |  | 4.1.11.2<br>13,728 hours provided per annum for consultation planning and delivery, plus up to 2,340 hrs additional consultants' hours (used as work programme demands) | 4.1.11.2<br>13,728 hours provided per annum for consultation planning and delivery, plus up to 2,340 hrs additional consultants' hours (used as work programme demands) | 4.1.11.2<br>13,728 hours provided per annum for consultation planning and delivery, plus up to 2,340 hrs additional consultants' hours (used as work programme demands) | 4.1.11.2<br>13,728 hours provided per annum for consultation planning and delivery, plus up to 2,340 hrs additional consultants' hours (used as work programme demands) |

| Performance Standards Levels of Service<br>(we provide)            |  | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks   | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|--|--|---|---|--|---|---|---|---|
|  |  |  |   |   |  | Year 1  | Year 2  | Year 3  |   |
|  |  |  |   |   |  | 2015/16   | 2016/17   | 2017/18   |   |
| 4.1.8  | Elected member satisfaction with the Council's public consultation processes | <i>There are comprehensive and accessible engagement and consultation processes to ensure the Council takes into the account community views</i> | <i>% of Elected members' (Community Boards and Councillors) satisfaction with public consultation processes</i>                         | <i>Establish baseline measure by 30 June 2015</i>   |  | 4.1.8.1<br>At least <b>65%</b> of elected members (Community Board Members) are satisfied or very satisfied with the consultation processes involving their community | 4.1.8.1<br>At least <b>70%</b> of elected members (Community Board Members) are satisfied or very satisfied with the consultation processes involving their community | 4.1.8.1<br>At least <b>75%</b> of elected members (Community Board Members) are satisfied or very satisfied with the consultation processes involving their community | 4.1.8.1<br>At least <b>75%</b> of elected members (Community Board Members) are satisfied or very satisfied with the consultation processes involving their community |
|  |  |  |   |   |  | 4.1.8.2<br>At least <b>75%</b> of elected members ( <b>Councillors</b> ) are satisfied or very satisfied with the consultation processes                              | 4.1.8.2<br>At least <b>75%</b> of elected members ( <b>Councillors</b> ) are satisfied or very satisfied with the consultation processes                              | 4.1.8.2<br>At least <b>75%</b> of elected members ( <b>Councillors</b> ) are satisfied or very satisfied with the consultation processes                              | 4.1.8.2<br>At least <b>75%</b> of elected members ( <b>Councillors</b> ) are satisfied or very satisfied with the consultation processes                              |
| <b>Coordinate, plan and manage communication to/from the media</b> |  |  |   |   |  |   |   |   |   |
| 4.1.12   | Provide media with information about the Council                             | <i>The media and the community receive timely, accurate information about Council issues and decisions.</i>                                      | <i>Frequency that media communications are provided following Council and Committee meetings.<br/><br/>Timeframe within which media</i> | <i>Issue media releases, prepare perspective articles, hold media briefings, respond to 90 per cent of media calls within 24 hours of request, seven days a</i> | <i>Media information systems used are consistent with other NZ local bodies.</i> | 4.1.12.1<br>Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within <b>3</b>    | 4.1.12.1<br>Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within             | 4.1.12.1<br>Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within             | 4.1.12.1<br>Issue media releases, prepare perspective articles, hold media briefings within the timelines specified in Communications plans and/or within <b>3</b>    |

| Performance Standards<br>Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation)                        | Method of Measurement<br>(We will know we are meeting the level of service if.....)  | Current Performance  | Benchmarks  | Future Performance (targets)  |  |  | Future Performance (targets) by Year 10  |
|--|--|---|--|--|---|---|--|--|--|
|  |  |   |  |  |   | Year 1  | Year 2   | Year 3   |  |
|  |  |   |  |  |   | 2015/16   | 2016/17  | 2017/18  | 2024/25  |
|  |  |   | <i>requests are responded to.</i>  | <i>week.</i>   |   | hours of public decisions<br>4.1.12.2<br>Respond to 90% of media calls within 24 hours seven days a week .  | 3 hours of public decisions<br>4.1.12.2<br>Respond to 90% of media calls within 24 hours seven days a week .   | 3 hours of public decisions<br>4.1.12.2<br>Respond to 90% of media calls within 24 hours seven days a week .   | hours of public decisions<br>4.1.12.2<br>Respond to 90% of media calls within 24 hours seven days a week .   |
| 4.1.12   | Provide media with information about the Council                                   | <i>The media and the community receive timely, accurate information about Council issues and decisions.</i> | <i>No of FTE staff providing communication to/from the media</i><br><br><i>% satisfaction with service by media (survey to be conducted)</i> | <i>Baseline survey to be established</i><br><br><i>2FTE</i>                    |   | Non-LTP<br>4.1.12.3<br>Provide 4,160 hours per annum of coordinated and managed communications, to/from the media<br><br>Non-LTP<br>4.1.12.4<br>Undertake baseline survey | Non-LTP<br>4.1.12.3<br>Provide 4,160 hours per annum of coordinated and managed communications, to/from the media<br><br>Non-LTP<br>4.1.12.4<br>Target to be set per baseline (% satisfaction) | Non-LTP<br>4.1.12.3<br>Provide 4,160 hours per annum of coordinated and managed communications, to/from the media<br><br>Non-LTP<br>4.1.12.4<br>Target to be set per baseline (% satisfaction) | Non-LTP<br>4.1.12.3<br>Provide 4,160 hours per annum of coordinated and managed communications, to/from the media<br><br>Non-LTP<br>4.1.12.4<br>Target to be set per baseline (% satisfaction) |
| 4.1.13   | Ensure that all staff who are likely to represent the Council in the media receive | <i>The media and the community receive timely, accurate information</i>                                     | <i>% of relevant staff who receive media training</i>  | <i>2011/12 Six media training courses a year – 8 to 10 people each course.</i> | <i>Little information about internal providers of media training.</i> | 100% of relevant staff receive media training.  | 100% of relevant staff receive media training.   | 100% of relevant staff receive media training.   | 100% of relevant staff receive media training.   |

| Performance Standards<br>Levels of Service<br>(we provide)   |   | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement<br>(We will know we are meeting the level of service if.....)  | Current Performance  | Benchmarks   | Future Performance (targets) |          |          | Future Performance (targets) by Year 10<br>2024/25 |   |
|--|---|---|--|--|--|------------------------------|----------|----------|--|---|
|  |   |   |  |  |  | Year 1                       | Year 2   | Year 3   |  |   |
|  |   |   |  |  |  | 2015/16                      | 2016/17  | 2017/18  |  |   |
|  | training  | about Council issues and decisions.   |  |  |  |                              |          |          |  |   |
| <b>Provide external communications to inform the Christchurch community about Council, services, decisions, and opportunities to participate</b> |   |   |  |  |  |                              |          |          |  |   |
| 4.1.10   | Provide external communications and marketing that are timely, relevant, accurate and cost effective. | <p>Activity includes communications planning, marketing, design and distribution and marketing.</p> <p>Description: Information, messaging and collateral (e.g. material for web, print, audio-visual and social media, including the jointly-produced Greater Christchurch Recovery Update, promotional material for display on-site and online) are prepared and made readily</p> | <p>% of residents surveyed in the Annual Residents Survey are satisfied that Council communications are timely, relevant and accurate</p> <p>Number of FTE hours providing communication, design and distribution, and marketing services, 74,880</p> <p>Comprises:-</p> | <p>Residents are satisfied that Council communications are timely, relevant and accurate:</p> <p>2013/14: 65%</p> <p>2012/13: 62%</p> <p>2011/12: 66%</p> <p>2010/11: 57%</p> <p>2009/10: 65%</p> <p>(Annual Residents Survey)</p> | <p><b>Auckland Council</b></p> <p>Our Auckland - Mini - magazine</p> <p>Delivered to more than 535,000 homes each month. Has 13 local versions</p> <p>Supplemented by a weekly e-newsletter focused on events.</p> <p><b>Wellington City</b></p> <p>Our Wellington - weekly guide to the city in Dominion Post every Tuesday for 50 weeks of the year.</p> <p><b>Dunedin City</b></p> <p><b>Council CityTalk</b> - quarterly magazine featuring articles about Council business.</p> <p><b>Hamilton City</b></p> | 4.1.10.1                     | 4.1.10.1 | 4.1.10.1 | 4.1.10.1   | <p>At least 65% of residents are satisfied that Council communications are timely, relevant and accurate</p> <p>At least 67% of residents are satisfied that Council communications are timely, relevant and accurate</p> <p>At least 67% of residents are satisfied that Council communications are timely, relevant and accurate</p> <p>At least 70% of residents are satisfied that Council communications are timely, relevant and accurate</p> |

| Performance Standards<br>Levels of Service<br>(we provide) |   | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks  | Future Performance (targets)  |  |  | Future Performance (targets) by Year 10<br>2024/25   |
|--|---|--|---|---|---|---|--|--|--|
|  |   |  |   |   |   | Year 1  | Year 2   | Year 3   |  |
|  |   |  |   |   |   | 2015/16   | 2016/17  | 2017/18  |  |
|  |   | available, to inform citizens about Council decisions and decision-making processes.<br>Activity i   | Communications: 13 FTE<br>Marketing: 13 FTE<br>Design and Distribution: 10 FTE  |   | <b>Council City News</b> - four page pull-out in Hamilton Press in the last week of each month.   |   |  |  |  |
| 4.1.10   | Provide external communications and marketing that are timely, relevant, accurate and cost effective. | Activity includes communications planning, marketing, design and distribution and marketing.<br><br>Description: Information, messaging and collateral (e.g. material for web, print, audio-visual and social media, including the jointly-produced Greater Christchurch Recovery Update, promotional material for display on-site and online) are prepared and made readily available, to | % of residents surveyed in the Annual Residents Survey are satisfied that Council communications are timely, relevant and accurate<br><br>Number of FTE hours providing communication, design and marketing services, 74,880<br><br>Comprises:-<br>Communications: 13 FTE | Residents are satisfied that Council communications are timely, relevant and accurate:<br>2013/14: 65%<br>2012/13: 62%<br>2011/12: 66%<br>2010/11: 57%<br>2009/10: 65%<br>(Annual Residents Survey) | <b>Auckland Council</b><br>Our Auckland - Mini - magazine<br><br>Delivered to more than 535,000 homes each month. Has 13 local versions<br>Supplemented by a weekly e-newsletter focused on events.<br><br><b>Wellington City</b><br>Our Wellington - weekly guide to the city in Dominion Post every Tuesday for 50 weeks of the year.<br><br><b>Dunedin City</b><br><b>Council CityTalk</b> - quarterly magazine featuring articles about Council business.<br><br><b>Hamilton City</b><br><b>Council City News</b> - | Non-LTP<br>4.1.10.2<br>Produce a monthly publication in collaboration with CERA<br><br>Non-LTP<br>4.1.10.3<br>Provide 74.880 hours per annum on communications, design and distribution, and marketing services | Non-LTP<br>4.1.10.3<br>Provide 74.880 hours per annum on communications, design and distribution, and marketing services | Non-LTP<br>4.1.10.3<br>Provide 74.880 hours per annum on communications, design and distribution, and marketing services | Non-LTP<br>4.1.10.3<br>Provide 74.880 hours per annum on communications, design and distribution, and marketing services |

| Performance Standards<br>Levels of Service<br>(we provide)   | Results<br>(Activities will contribute to these results, strategies and legislation)           | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance   | Benchmarks   | Future Performance (targets)  |   |  | Future Performance (targets) by Year 10<br>2024/25   |   |
|--|--|---|---|--|---|---|--|--|---|
|  |  |   |   |  | Year 1  | Year 2  | Year 3   |  |   |
|  |  |   |   |  | 2015/16   | 2016/17   | 2017/18  |  |   |
|  |  | <i>inform citizens about Council decisions and decision-making processes. Activity i</i>  |   | <i>Marketing: 13 FTE<br/>Design and Distribution: 10 FTE</i>                 |   | <i>four page pull-out in Hamilton Press in the last week of each month.</i>   |  |  |   |
| <b>Provide internal communications to ensure staff and elected members are informed about Council activities</b> |  |   |   |  |   |   |  |  |   |
| 4.1.14   | Develop and implement internal communications that are effective for staff and elected members | <i>Information is disseminated to staff, Councillors and Community Board members so that they understand current issues, organisational needs and are able to carry out their work efficiently and effectively.</i> | <i>% of staff satisfied with internal communications (Annual staff engagement survey)</i> | 2013/14: 53.83%<br><br>2010/11: not surveyed<br>2009/10: 66%<br>2008/09: 59% | <i>The internal communication systems used by council are consistent with those of other NZ local bodies.</i> | 4.1.14.1<br>At least 65% of staff satisfied with internal communications (per Engagement Survey)<br>4.1.14.2<br>Post intranet updates- daily<br>4.1.14.3<br>Send all staff email – at least one per week from CEO<br>4.1.14.4<br>Send Council Snapshot to elected members – one per week<br>4.1.14.5<br>CEO monthly report to Councillors | 4.1.14.1<br>At least 65% of staff satisfied with internal communications (per Engagement Survey)<br>4.1.14.2<br>Post intranet updates- daily<br>4.1.14.3<br>Send all staff email – at least one per week from CEO<br>4.1.14.4<br>Send Council Snapshot to elected members – one per week<br>4.1.14.5<br>CEO monthly report | 4.1.14.1<br>At least 65% of staff satisfied with internal communications (per Engagement Survey)<br>4.1.14.2<br>Post intranet updates- daily<br>4.1.14.3<br>Send all staff email – at least one per week from CEO<br>4.1.14.4<br>Send Council Snapshot to elected members – one per week<br>4.1.14.5<br>CEO monthly report | 4.1.14.1<br>At least 65% of staff satisfied with internal communications (per Engagement Survey)<br>4.1.14.2<br>Post intranet updates- daily<br>4.1.14.3<br>Send all staff email – at least one per week from CEO<br>4.1.14.4<br>Send Council Snapshot to elected members – one per week<br>4.1.14.5<br>CEO monthly report to Councillors |



| Performance Standards<br>Levels of Service<br>(we provide)                                 | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement<br>(We will know we are meeting the level of service if.....)  | Current Performance   | Benchmarks  | Future Performance (targets) |   |   | Future Performance (targets) by Year 10<br>2024/25                                      |   |
|--|---|--|---|---|------------------------------|---|---|---|---|
|  |   |  |   |   | Year 1                       | Year 2  | Year 3  |   |   |
|  |   |  |   |   | 2015/16                      | 2016/17   | 2017/18   |   |   |
|  |   |  |   |   |                              | to Councillors  | to Councillors  |   |   |
| <b>Work with strategic partners to provide public information to Christchurch citizens</b> |   |  |   |   |                              |   |   |   |   |
| 4.1.15   | Provide strategic communications that informs Council's strategic partners and the community about key issues and decisions | <i>The Council's key partners, stakeholders and the community are informed and engaged about major strategic planning and decision making (outcomes include the joint-agency Land Information Hub, residential red zones future uses' engagement planning; newsletters for strategic partners and targeted communities; briefing notes for strategic partners; face to face interaction with partners and communities<br/><br/>The special position that</i> | <i>Attendance at monthly and other collaborative meetings with strategic partners<br/>Provision of information and engagement opportunities as appropriate and sought by strategic partners and community</i> | <i>100% attendance, participation and provision of information to agreed commitment</i> | <i>No benchmark</i>          | <i>100% attendance, participation and provision of information to agreed commitment</i> | <i>100% attendance, participation and provision of information to agreed commitment</i> | <i>100% attendance, participation and provision of information to agreed commitment</i> | <i>100% attendance, participation and provision of information to agreed commitment</i> |

| Performance Standards<br>Levels of Service<br>(we provide)   | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement<br>(We will know we are meeting the level of service if.....)  | Current Performance | Benchmarks  | Future Performance (targets) |  |  | Future Performance (targets) by Year 10<br>2024/25   |  |
|--|--|--|---------------------|---|------------------------------|--|--|--|--|
|  |  |  |                     |   | Year 1                       | Year 2   | Year 3   |  |  |
|  |  |  |                     |   | 2015/16                      | 2016/17  | 2017/18  |  |  |
|  |  | <i>Ngāi Tahu has in Council decision-making is recognised.</i>   |                     |   |                              |  |  |  |  |
| <b>Consult and engage with stakeholders to ensure the Council considers their views when making decisions that affect their community or interests</b> |  |  |                     |   |                              |  |  |  |  |
| 4.1.16   | Produce Board/Council reports  | <i>Consult and engage with stakeholders to ensure the Council considers their views when making decisions that affect their community or interests</i><br><br><i>There are comprehensive and accessible engagement and consultation processes to ensure the Council takes into the account community views</i> |                     | 4.1.16.1<br><i>At least 85% achieve due dates</i><br><br>4.1.16.2<br><i>At least 85% Council/Board approval</i> | -                            | 4.1.16.1<br>At least 85% of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ delivery are completed by due date<br><br>4.1.16.2<br>At least 85% Council/Board approval of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ delivery are approved | 4.1.16.1<br>At least 85% of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ delivery are completed by due date<br><br>4.1.16.2<br>At least 85% Council/Board approval of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ | 4.1.16.1<br>At least 85% of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ delivery are completed by due date<br><br>4.1.16.2<br>At least 85% Council/Board approval of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to | 4.1.16.1<br>At least 85% of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ delivery are completed by due date<br><br>4.1.16.2<br>At least 85% Council/Board approval of reports to the Council/Community Board recommending commencement of a capital programme project to proceed to construction/ |

| Performance Standards Levels of Service<br>(we provide)  |  | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement<br>(We will know we are meeting the level of service if.....) | Current Performance                                       | Benchmarks | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|--|---|---|---|------------|---|---|---|---|
|  |  |   |   |   |            | Year 1  | Year 2  | Year 3  |   |
|  |  |   |   |   |            | 2015/16   | 2016/17   | 2017/18   |   |
|  |  |   |   |   |            |   | delivery are approved   | construction/ delivery are approved   | delivery are approved   |
| 4.1.17   | Ensure consultation is fit for purpose | <p><i>Consult and engage with stakeholders to ensure the Council considers their views when making decisions that affect their community or interests</i></p> <p><i>There are comprehensive and accessible engagement and consultation processes to ensure the Council takes into the account community views</i></p> |   | <p>4.1.17.1<br/>100%</p> <p>4.1.17.2<br/>At least 85%</p> | -          | <p>4.1.17.1<br/>100% of consultation plans for all delivery of approved capital programme projects are prepared, and implemented</p> <p>4.1.17.2<br/>At least 85% of submissions on capital programme consultations are acknowledged within 5 days of receipt</p> | <p>4.1.17.1<br/>100% of consultation plans for all delivery of approved capital programme projects are prepared, and implemented</p> <p>4.1.17.2<br/>At least 85% of submissions on capital programme consultations are acknowledged within 5 days of receipt</p> | <p>4.1.17.1<br/>100% of consultation plans for all delivery of approved capital programme projects are prepared, and implemented</p> <p>4.1.17.2<br/>At least 85% of submissions on capital programme consultations are acknowledged within 5 days of receipt</p> | <p>4.1.17.1<br/>100% of consultation plans for all delivery of approved capital programme projects are prepared, and implemented</p> <p>4.1.17.2<br/>At least 85% of submissions on capital programme consultations are acknowledged within 5 days of receipt</p> |
| <b>Hold elections of Elected Members to the Council and community boards, polls and representation reviews</b> |  |   |   |   |            |   |   |   |   |

| Performance Standards<br>Levels of Service<br>(we provide)   |   | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement<br>(We will know we are meeting the level of service if.....) | Current Performance                               | Benchmarks   | Future Performance (targets) |         |         | Future Performance (targets) by Year 10<br>2024/25 |
|--|---|--|---|---|--|------------------------------|---------|---------|--|
|  |   |  |   |   |  | Year 1                       | Year 2  | Year 3  |  |
|  |   |  |   |   |  | 2015/16                      | 2016/17 | 2017/18 |  |
| 4.1.2  | All, local elections, polls, and representation reviews are held with full statutory compliance with relevant legislation | Council processes comply with statutory requirements                                 | % compliance with legislative requirements  | 2013/14: achieved<br>2012/13:achieved<br><br>100% | Local Electoral Act 2001, LGA 2002, Local Electoral Regulations 2001 | 100%                         | 100%    | 100%    | 100%   |
| 4.1.22   | All Council and Community Board decisions are held with full statutory compliance with relevant legislation               | Council processes comply with statutory requirements                                 | % compliance with legislative requirements  | 2013/14: achieved<br>2012/13:achieved<br><br>100% | Local Electoral Act 2001, LGA 2002, Local Electoral Regulations 2001 | 100%                         | 100%    | 100%    | 100%   |
| <b>Provide secretariat services, information, and support for Council decision making processes at governance-level meetings and hearings and to Elected Members of the Council and community boards</b> |   |  |   |   |  |                              |         |         |  |

| Performance Standards<br>Levels of Service<br>(we provide)       |   | Results<br>(Activities will contribute to these results, strategies and legislation)   | Method of Measurement<br>(We will know we are meeting the level of service if.....)                          | Current Performance   | Benchmarks  | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25 |
|--|---|--|--|---|---|---|---|---|--|
|  |   |  |  |   |   | Year 1  | Year 2  | Year 3  |  |
|  |   |  |  |   |   | 2015/16   | 2016/17   | 2017/18   |  |
| 4.1.28   | Provide logistic support for meeting of Council and Community Board | Decisions are given effect to and decision-making is transparent<br><br>The Mayor, Councillors and Community Board Members carry out their functions, duties and powers effectively and efficiently. | Number of FTEs providing logistic support<br><br>% elected members and staff satisfied with support provided | 30 FTEs providing logistic and advisory support for Council and committee meetings, Community Boards and their meetings, Council hearings panels including District Licensing Committees<br><br>No survey currently undertaken – baseline survey needs to be developed and undertaken | None – Councils have different governance structures and therefore different levels of support requirements | 4.1.28.1<br>30 FTEs<br><br>4.1.28.2<br>75% satisfaction with services | 4.1.28.1<br>30 FTEs<br><br>4.1.28.2<br>80% satisfaction with services | 4.1.28.1<br>30 FTEs<br><br>4.1.28.2<br>85% satisfaction with services |  |
| <b>Manage relationships with Treaty partners and Manu Whenua</b> |   |  |  |   |   |   |   |   |  |

| Performance Standards<br>Levels of Service<br>(we provide)                      |   | Results<br>(Activities will contribute to these results, strategies and legislation)                      | Method of Measurement<br>(We will know we are meeting the level of service if.....) | Current Performance     | Benchmarks   | Future Performance (targets) |                             |                             | Future Performance (targets) by Year 10<br>2024/25 |
|---|---|---|---|-------------------------|--|------------------------------|-----------------------------|-----------------------------|--|
|   |   |   |   |                         |  | Year 1                       | Year 2                      | Year 3                      |  |
|   |   |   |   |                         |  | 2015/16                      | 2016/17                     | 2017/18                     |  |
| 4.1.23  | Mana whenua satisfaction with opportunities provided with for consultation and input. | Appropriate liaison processes with Maori are provided, enabling them to take opportunities to participate | Level of satisfaction with opportunities (method of measurement to be determined)   | None measured currently | Wellington City Council: Mana whenua partner evaluation – satisfaction with council relationship (2011) – both partners satisfied the Council is meeting its obligations as outlined in MOUs | Satisfied or Very Satisfied  | Satisfied or Very Satisfied | Satisfied or Very Satisfied | Satisfied or Very Satisfied                        |
| 4.1.24  | Maori satisfaction with opportunities provided for consultation and input.            |   | Level of satisfaction with opportunities (method of measurement to be determined)   | None measured currently | To be advised  | Satisfied or Very Satisfied  | Satisfied or Very Satisfied | Satisfied or Very Satisfied | Satisfied or Very Satisfied                        |
| <b>Provide information, support and advice to the Mayor and elected members</b> |   |   |   |                         |  |                              |                             |                             |  |

| Performance Standards<br>Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation)  | Method of Measurement<br>(We will know we are meeting the level of service if.....)          | Current Performance   | Benchmarks   | Future Performance (targets)  |   |   | Future Performance (targets) by Year 10<br>2024/25  |
|--|--|---|--|---|--|---|---|---|---|
|  |  |   |  |   |  | Year 1  | Year 2  | Year 3  |   |
|  |  |   |  |   |  | 2015/16   | 2016/17   | 2017/18   |   |
| 4.1.25   | Provide direct administrative support for Mayor                        | The Mayor, Councillors and Community Board Members have the information, advice and logistical support to carry out their functions, duties and powers effectively and efficiently. | <p><i>Mayor's satisfaction with support</i></p> <p><i>Hours/week support provided</i></p>    | <p><i>Baseline survey to be carried out</i></p> <p><i>3.5 FTEs provide direct administrative support to Mayor</i></p> | None   | <p>4.1.25.1<br/>80% + satisfaction with support provided</p> <p>4.1.25.2<br/>160 hours per week</p> | <p>4.1.25.1<br/>85% + satisfaction with support provided x</p> <p>4.1.25.2<br/>160 hours per week</p> | <p>4.1.25.1<br/>90% + satisfaction with support provided</p> <p>4.1.25.2<br/>160 hours per week</p> | <p>4.1.25.1<br/>90% + satisfaction with support provided</p> <p>4.1.25.2<br/>160 hours per week</p> |
| 4.1.26   | Provide direct administrative support for Deputy Mayor and Councillors | The Deputy Mayor and Councillors carry out their functions, duties and powers effectively and efficiently.  | <p><i>Hours/week support provided</i></p> <p><i>% satisfaction with service provided</i></p> | <p><i>1 FTE / 40 hours per week</i></p> <p><i>Baseline survey needs to be developed</i></p>                           | <p><i>Councils have different governance structures and therefore different levels of support requirements</i></p> | <p>4.1.26.1<br/>80 hours per week</p> <p>4.1.26.2<br/>75% satisfaction with services</p>            | <p>4.1.26.1<br/>80 hours per week</p> <p>4.1.26.2<br/>80% satisfaction with services</p>              | <p>4.1.26.1<br/>80 hours per week</p> <p>4.1.26.2<br/>80% satisfaction with services</p>            |   |

| Performance Standards<br>Levels of Service<br>(we provide)  | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement<br>(We will know we are meeting the level of service if.....)                                       | Current Performance  | Benchmarks | Future Performance (targets) |  |  | Future Performance (targets) by Year 10<br>2024/25   |  |
|---|--|---|--|------------|------------------------------|--|--|--|--|
|   |  |   |  |            | Year 1                       | Year 2   | Year 3   |  |  |
|   |  |   |  |            | 2015/16                      | 2016/17  | 2017/18  |  |  |
| <b>Strengthening communities through community development and engagement and capacity building initiatives</b>                                       |  |   |  |            |                              |  |  |  |  |
| 4.1.27  | Community development projects are provided, supported and promoted.                 | Communities (local and communities of interest) are actively engaged in local decision-making and action decision making. | Community Board and Council works programmes<br><br>Community stakeholder survey | New        |                              | 4.1.27.1<br>Community Board and Council community development annual work programmes are developed and implemented<br><br>4.1.27.2<br>85% satisfaction with services | 4.1.27.1<br>Community Board and Council community development work annual programmes are developed and implemented<br><br>4.1.27.2<br>85% satisfaction with services | 4.1.27.1<br>Community Board and Council community development work annual programmes are developed and implemented<br><br>4.1.27.2<br>90% satisfaction with services |  |
| <b>Marketing strategy, advice, planning, production and delivery, including strategy, collateral design and printing for City Promotions Activity</b> |  |   |  |            |                              |  |  |  |  |



| Performance Standards<br>Levels of Service<br>(we provide) |   | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement<br>(We will know we are meeting the level of service if.....)   | Current Performance                           | Benchmarks    | Future Performance (targets)   |  |  | Future Performance (targets) by Year 10<br>2024/25   |
|--|---|--|---|---|---------------|--|--|--|--|
|  |   |  |   |   |               | Year 1   | Year 2   | Year 3   |  |
|  |   |  |   |   |               | 2015/16  | 2016/17  | 2017/18  |  |
| 5.3.6  | Provide effective marketing advice and develop and implement marketing strategies and plans as a shared service for the organisation. |  | <i>To enable the delivery units of Council to meet their targets for level of service, effective marketing supporting is required, e.g. kerbside recycling, Facilities rebuild.</i> | 2013/14: 57.03%<br><br>2012/13: To be advised | To be advised | 5.3.6.1<br><br>At least 60% satisfaction with internal service provided across key projects and an annual evaluation of service. | 5.3.6.1<br><br>At least 60% satisfaction with internal service provided across key projects and an annual evaluation of service. | 5.3.6.1<br><br>At least 60% satisfaction with internal service provided across key projects and an annual evaluation of service. | 5.3.6.1<br><br>At least 60% satisfaction with internal service provided across key projects and an annual evaluation of service. |
|  |   |  |   |   |               | 5.3.6.2<br><br>At least 95% of joint marketing / communications plans are signed-off by customers / internal clients             | 5.3.6.2<br><br>At least 95% of joint marketing / communications plans are signed-off by customers / internal clients             | 5.3.6.2<br><br>At least 95% of joint marketing / communications plans are signed-off by customers / internal clients             | 5.3.6.2<br><br>At least 95% of joint marketing / communications plans are signed-off by customers / internal clients             |
| <b>Provision of information in accordance with LGOIMA</b>  |   |  |   |   |               |  |  |  |  |

| Performance Standards<br>Levels of Service<br>(we provide) |  | Results<br>(Activities will contribute to these results, strategies and legislation) | Method of Measurement<br>(We will know we are meeting the level of service if.....) | Current Performance | Benchmarks | Future Performance (targets)   |  |  | Future Performance (targets) by Year 10<br>2024/25 |
|--|--|--|---|---------------------|------------|--|--|--|--|
|  |  |  |   |                     |            | Year 1   | Year 2   | Year 3   |  |
|  |  |  |   |                     |            | 2015/16  | 2016/17  | 2017/18  |  |
| 4.1.29   | Respond to requests for information held by Council in a manner that complies with the legislative processes and timelines set out in the LGOIMA |  |   |                     |            | <p>4.1.29.1<br/>Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%</p> <p>4.1.29.2<br/>Provision of information is in accordance with LGOIMA principles and requirements - 100%</p> | <p>4.1.29.1<br/>Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%</p> <p>4.1.29.2<br/>Provision of information is in accordance with LGOIMA principles and requirements - 100%</p> | <p>4.1.29.1<br/>Investigations into process and compliance by the Ombudsman's Office are responded to within their requested deadlines - 100%</p> <p>4.1.29.2<br/>Provision of information is in accordance with LGOIMA principles and requirements - 100%</p> |  |

## 5 Review of cost effectiveness - regulatory functions and service delivery

This section considers reviews for regulatory functions and service delivery.

### Service: Consultation and engagement

| Current Arrangements |         |          |                |
|----------------------|---------|----------|----------------|
| Governance           | Funding | Delivery | Estimated Cost |
| CCC                  | CCC     | CCC      | \$100k         |

| Arrangements that cannot reasonably be changed in next two years      |                               |                              |                                  |
|---|-------------------------------|------------------------------|----------------------------------|
| Governed by Legislation   | Contract or binding agreement | Not cost effective to review | Option                           |
| LGA requirements regarding consultation and decision-making processes |                               | N/A                          | No review necessary at this time |

### Service: Communications

| Current Arrangements |  |          |                |
|----------------------|--|----------|----------------|
| Governance           | Funding  | Delivery | Estimated Cost |
| CCC                  | CCC  | CCC      | \$100k         |
| Option 1:            | No review recommended, although it is noted that CCC works closely with CERA on communications planning and is already, and will continue, to develop joint efficiencies in delivery of communications e.g. joint agency publication, Greater Christchurch Recovery Update and planned sharing of media monitoring services. |          |                |

## 6 Review of cost-effectiveness

N/A

### Assumptions

**Table 6-1 Major Assumptions**

| Assumption Type                               | Assumption   | Discussion  |
|---|--|---|
| <b>Legislative assumptions</b>                | The 2014 LGA Amendments will continue to direct the Council's approach to consultation and engagement over the period of the LTP, particularly in relation to decisions of significance. | The Council's Significance and Engagement Policy (to be adopted by 1 December 2014) will describe how the Council will go about making significant decisions, its approach to engaging with the community on such significant decisions and the type of tools it will use to engage effectively with the community on this decision-making. |
| <b>Governance commitment to communication</b> | The Council will continue to make it a very high priority to work openly and transparently with the community on planning and decision making.   | Effective community participation in decision-making requires adequate staff resources to plan and undertake engagement and provide accessible, timely communications.  |
| <b>Technology developments</b>                | The range and uptake of online and social media tools in society will continue to grow rapidly.  | The Council needs to keep abreast of changed preferences for how people want to engage with it and participate in planning and decision-making. This requires staff with appropriate skill sets and IT resourcing.  |

## 7 Risk Management

Table 7-1 Significant Risks and Control Measures

| Risk Description   | Current Control   | Proposed Control   | Target Risk Level |
|--|---|--|-------------------|
| <b>One-off or unforeseen events or decisions that require quick-response and high level of communications and engagement input</b> | Reactive response   | Appropriate level and type of communications and engagement approach to be provided in such situations needs to be agreed by governance and management.<br>Need for ongoing training and resourcing to ensure adequate emergency management response | High              |
| <b>Lack of information or opportunity:</b> the community does not feel informed about Council activities and decisions             | Communication and engagement plans are completed for all major projects and decisions.  | Continue to improve the quality and reach of communications and engagement activities by using a wider range of tools and opportunities for interaction.   | High              |
| <b>Consultation fatigue:</b> the community feels over-consulted and cynical about Council planning and decision-making             | Until the recent amendments, the LGA has demanded a high level of formal consultations, especially use of the Special Consultative Procedure (SCP). | 2014 LGA amendments, and the Council's new Significant and Engagement Policy give the Council greater opportunity to rationalise the number of SCPs and formal consultations it needs to undertake.  | Medium            |

## 8 Improvement Plan

The component services and staffing of the Public Participation in Democratic Services Activity underwent a comprehensive review in 2013. This resulted in the formation of the External Relations and Communications Unit. Currently, this Unit is undergoing a further organisational review, as part of seeking process improvements and service delivery alignment with the recently-established Office of the Chief Executive.

There is and will continue to be ongoing business improvement resulting from the former and current organisational reviews.

## 9 Operations, Maintenance and Renewals Strategy

Not applicable to this activity

## 10 Key Projects

There is no capital expenditure associated with this activity.

## 11 Summary of Cost for Activity

Budgets previous approved – Finance combining to single budget

| <b>STRATEGIC GOVERNANCE - PUBLIC PARTICIPATION IN DEMOCRATIC PROCESS</b> |  |                |                |                | <i>Funding splits exclude EQ Costs from all calculations</i> |                      |                     |                      |                                  |                 |
|--|--|----------------|----------------|----------------|--|----------------------|---------------------|----------------------|----------------------------------|-----------------|
|  | <b>Funding Caps in 2015/16 Dollars</b> |                |                |                |  |                      |                     |                      |                                  |                 |
|  | <b>2014/15 Annual Plan</b>             | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>Funding - User Charges</b>                                | <b>Other revenue</b> | <b>General rate</b> | <b>Targeted rate</b> | <b>Period of Benefit (years)</b> | <b>Comments</b> |
|  | <b>000's</b>                           |                |                |                |  |                      |                     |                      |                                  |                 |
| <b>Operational Budget</b>  |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Consultation Policy Framework  | 834                                    | 813            | 650            | 644            |  |                      |                     |                      |                                  |                 |
| Communication to/from Media  | 71                                     | 71             | 70             | 68             |  |                      |                     |                      |                                  |                 |
| External Communications  | 6,761                                  | 4,117          | 4,106          | 4,044          |  |                      |                     |                      |                                  |                 |
| Internal Communication   | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| Strategic Partnerships   | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| Community Representation   | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| Elections  | 85                                     | 85             | 1,172          | 82             |  |                      |                     |                      |                                  |                 |
| Staff Support & Advice to Elected Member                                 | 9,107                                  | 8,778          | 8,628          | 8,741          |  |                      |                     |                      |                                  |                 |
| Treaty and Manu Whenua Relations   | 320                                    | 321            | 314            | 308            |  |                      |                     |                      |                                  |                 |
| Mayor's Office Staff Support & Advice                                    | 1,339                                  | 1,354          | 1,347          | 1,327          |  |                      |                     |                      |                                  |                 |
| Strengthening Communities  | 5,627                                  | 6,167          | 5,973          | 5,915          |  |                      |                     |                      |                                  |                 |
| <b>Activity Costs before Overheads</b>                                   | <b>24,144</b>                          | <b>21,706</b>  | <b>22,260</b>  | <b>21,129</b>  |  |                      |                     |                      |                                  |                 |
| Earthquake Response Costs  | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| Corporate Overhead   | 1,310                                  | 1,124          | 1,148          | 1,036          |  |                      |                     |                      |                                  |                 |
| Depreciation   | 0                                      | 1              | 1              | 1              |  |                      |                     |                      |                                  |                 |
| Interest   | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| <b>Total Activity Cost</b>   | <b>25,454</b>                          | <b>22,830</b>  | <b>23,409</b>  | <b>22,166</b>  | 0%   | 1%                   | -1%                 | 100% Full            |                                  |                 |
| <b>Funded By:</b>  |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Fees and Charges   | 12                                     | 17             | 377            | 17             |  |                      |                     |                      |                                  |                 |
| Grants and Subsidies   | 288                                    | 153            | 153            | 153            |  |                      |                     |                      |                                  |                 |
| Earthquake Recoveries  | -                                      | -              | -              | -              |  |                      |                     |                      |                                  |                 |
| <b>Total Operational Revenue</b>   | <b>300</b>                             | <b>170</b>     | <b>531</b>     | <b>170</b>     |  |                      |                     |                      |                                  |                 |
| <b>Net Cost of Service</b>   | <b>25,154</b>                          | <b>22,660</b>  | <b>22,878</b>  | <b>21,996</b>  |  |                      |                     |                      |                                  |                 |
| <b>Funded by:</b>  |  |                |                |                |  |                      |                     |                      |                                  |                 |
| <b>Rates</b>   | <b>25,154</b>                          | <b>22,660</b>  | <b>22,878</b>  | <b>21,996</b>  |  |                      |                     |                      |                                  |                 |
| <b>Earthquake Borrowing</b>  | <b>-</b>                               | <b>-</b>       | <b>-</b>       | <b>-</b>       |  |                      |                     |                      |                                  |                 |
|  | <b>25,154</b>                          | <b>22,660</b>  | <b>22,878</b>  | <b>21,996</b>  |  |                      |                     |                      |                                  |                 |
| <b>Capital Expenditure</b>   |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Earthquake Rebuild   |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Renewals and Replacements  |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Improved Levels of Service   |  |                |                |                |  |                      |                     |                      |                                  |                 |
| Additional Demand  |  |                |                |                |  |                      |                     |                      |                                  |                 |