

Long Term Plan 2024-34 Activity Plan

# Communications and Engagement

- *External Communications, Marketing and Design*
- *Consultation and Engagement*
- *News, Media Liaison and Information*
- *Internal Communications*

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			Signature	Date of sign-off
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# 1. What this activity delivers

**This activity provides strategic communications, marketing, engagement and consultation, design, and media support and advice to help the Council inform and connect with residents and communities.**

The Communications and Engagement Unit delivers this activity, working with teams across the Council to provide the information our residents want in a timely, accurate and easy-to-understand way. We promote Council's services, events, activities, decisions and opportunities to participate. We also provide our staff with the information and tools to feel confident in their ability to communicate consistently, in a way that encourages connection and collaboration, and that reflects our organisation's identity and values.

Everything we do has a residents' lens over it. We want to reach people with information that they want, using channels they prefer, and in ways that are easy to understand and access. We want to build stronger relationships with our residents so they feel more informed, and are more empowered to shape and influence decisions affecting their communities and neighbourhoods. And we want their experience of Council to be a helpful and positive one.

For our communications, marketing and engagement activities to be more effective and impactful, now and the future, we need to maximise our existing (and emerging) channels and adapt our processes to suit our residents' changing expectations.

Increasingly, our residents want to engage with us digitally – to find out information, to use our services, to complete actions, and to resolve issues.

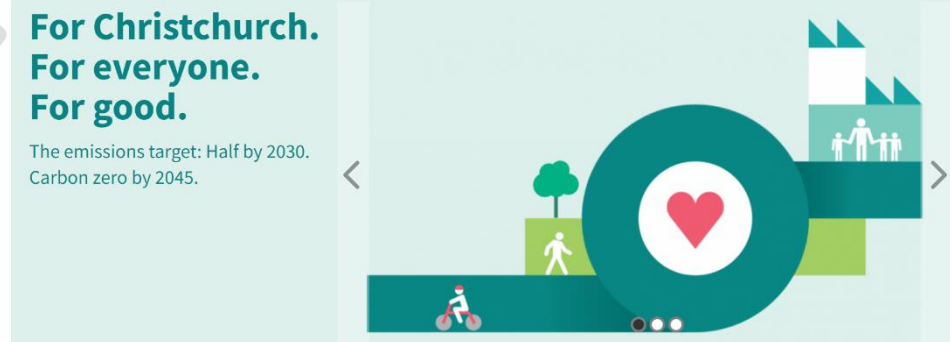
'Digital First' is our commitment to reaching and engaging with our residents on digital platforms we know they use and trust. It's a deliberate and considered shift to using digital channels as our **primary** (but not only) means for sharing knowledge, building trust and motivating action.

'Digital First' supports a sustainable approach to resources and reflects the principles of both the *Kia tūroa te Ao - Ōtautahi Christchurch Climate Resilience Strategy 2021* and the *Waste Management and Minimisation Plan 2020*.

This activity also has a role to play in helping our communities prepare for and respond to the impacts of climate change. We currently deliver communications, marketing and engagement activities that:

- support residents to reduce their greenhouse gas emissions by driving behaviour change (for example, the kerbside and travel choice social marketing campaigns).
- support Council initiatives to adapt to climate change (for example, the Coastal Hazards Adaptation Planning Programme).
- provide Public Information Management support for Civil Defence emergencies and other emergency and incident responses.

Looking ahead, this activity will have even greater responsibilities to lead climate action in areas where the Council has control and influence, and to partner with others to amplify climate action across the region.



## This activity includes the following services:

Services	Contributes to Community Outcomes
<p><b>External Communications, Marketing and Design</b></p> <ul style="list-style-type: none"> <li>• Providing communications and marketing support and advice to teams across the organisation to help them inform and connect with residents and communities.</li> <li>• Developing and delivering external communications and marketing strategies, plans and tactics to make sure residents and stakeholders are informed, engaged and updated.</li> <li>• Producing resident-focused copy, content, advertising and promotional material that's easy to read and understand, clear and helpful.</li> <li>• Managing, adapting and growing our channels to reach the widest possible resident base.</li> <li>• Developing brand and marketing strategies for Council facilities, events and services.</li> <li>• Managing all paid advertising and the organisation's media buying contract to ensure cost efficiency and to advise on the best channels to reach people.</li> </ul>	<ul style="list-style-type: none"> <li>• A collaborative, confident city.</li> <li>• A green, liveable city.</li> <li>• A cultural powerhouse city.</li> <li>• A thriving powerhouse city.</li> </ul>
<p><b>Consultation and Engagement</b></p> <ul style="list-style-type: none"> <li>• Providing engagement and consultation support and advice to teams across the organisation to help them engage with residents and communities.</li> <li>• Developing and delivering engagement strategies, plans and tactics that involve residents in decision-making at the right point in the process, and in a way that appropriately reflects their level of influence on that decision.</li> <li>• Providing engagement support to help elected members make informed decisions on behalf of those they represent.</li> </ul>	<ul style="list-style-type: none"> <li>• A collaborative, confident city.</li> <li>• A green, liveable city.</li> </ul>
<p><b>News, Media Liaison and Information:</b></p> <ul style="list-style-type: none"> <li>• Providing media and social media support and advice to the organisation.</li> <li>• Responding to all media queries, requests for information and interviews, and comments, as well as issuing media advisories.</li> </ul>	<ul style="list-style-type: none"> <li>• A collaborative, confident city.</li> <li>• A green, liveable city.</li> <li>• A cultural powerhouse city.</li> <li>• A thriving powerhouse city.</li> </ul>
<p><b>Internal Communications:</b></p> <ul style="list-style-type: none"> <li>• Helping to ensure staff across the organisation feel informed and engaged about what's happening at an operational and strategic level.</li> </ul>	<ul style="list-style-type: none"> <li>• A collaborative, confident city.</li> </ul>





## What our community is saying:

In the 2023 Residents' Survey measuring our level of service to provide *effective and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate:*

- **62%** of respondents were satisfied with the timeliness of external communication.
- **75%** of respondents were satisfied with the relevance of external communication.
- **73%** of respondents were satisfied with the accuracy of external communication.
- **76%** of respondents were satisfied that external communication is clear and easy to understand.

However, in terms of governance and decision-making, and trust and confidence, our results were lower:

- **33%** of respondents agree the Council makes decisions in the best interest of the city.
- **28%** of respondents feel the public has some or a large influence on the decisions the Council makes.
- **23%** of respondents feel that the Council understands the needs of the residents and what they care about.
- **32%** of respondents think that the Council communicates clearly with residents the results of Council decisions.
- **22%** of respondents feel the Council communicates clearly with residents about how their views have informed Council decisions.

## Who our key customers are:

- Residents in Christchurch and Banks Peninsula
- Business owners and property developers
- Internal Council business units and activities

## Who our key stakeholders are:

- Executive Leadership Team
- Council Heads of Service
- Elected members (Councillors and community boards)
- Regional Local Authorities

## What we do:

- We provide strategic communications, marketing, engagement and consultation, design, and media support and advice to help the Council inform and connect with residents and communities.





## What residents think:

- 72% of residents are satisfied that our communications, marketing and engagement activities are effective, helpful, and relevant.
- 29% of residents are satisfied with their opportunities to engage with the Council, and the ease of that engagement.









## 2. Why we deliver this activity.

### 2.1. Community Outcomes: How this activity contributes.

Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
 <p><b>A collaborative confident city</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	<p>★★★★</p>	<p><b>How this activity contributes to this outcome:</b></p> <ul style="list-style-type: none"> <li>• We produce communications, advertising, and promotional material that drives participation and builds understanding about the activities and services the Council provides.</li> <li>• We ensure the Council fulfils its responsibilities under the Local Government Act by providing engagement and consultation support to help elected members make informed decisions on behalf of those they represent.</li> <li>• We support and deliver engagement processes that enable residents to have their say on the future direction of the city and on Council decisions.</li> <li>• We provide Public Information Management support for Civil Defence emergencies and other emergency and incident responses.</li> </ul>
 <p><b>A green, liveable city</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy</p>	<p>★★</p>	<p><b>How this activity contributes to this outcome:</b></p> <ul style="list-style-type: none"> <li>• We produce communications, marketing and engagement material that supports the Council’s work to create accessible and well-connected neighbourhoods and communities, and that highlights the importance of our biodiversity, water bodies and tree canopy.</li> <li>• We deliver social marketing campaigns that drive behaviour change (transport choices, kerbside).</li> </ul>
 <p><b>A cultural powerhouse city</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events ‘powerhouse’</p>	<p>★★★★</p>	<p><b>How this activity contributes to this outcome:</b></p> <ul style="list-style-type: none"> <li>• We provide marketing services to drive participation and generate revenue for the Council’s Recreation and Sports facilities.</li> <li>• We provide marketing and communications support to showcase the Council’s services, facilities, events and activities.</li> <li>• We provide engaging and helpful content on Newsline and social media channels that highlight the interesting, unique and fun things happening in the city.</li> </ul>
 <p><b>A thriving prosperous city</b> Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	<p>★</p>	<p><b>How this activity contributes to this outcome:</b></p> <ul style="list-style-type: none"> <li>• We collaborate with key partners and stakeholders (such as ChristchurchNZ) to support economic growth in the region and to promote Christchurch and the central city as an attractive place to live, work and do business.</li> </ul>
<p><b>*Level of contribution – what this means</b></p>		
<p>★★★★ This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service</p>		
<p>★★★ This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements</p>		
<p>★★ This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable</p>		
<p>★ This activity may provide incidental support to achieving this community outcome – it’s not cost-effective to measure our impact</p>		


## 2.2. Strategic Priorities - How this activity supports progress on our priorities.

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection.	★★	<ul style="list-style-type: none"> <li>We champion a resident-focused approach to communications, marketing and engagement, using multiple channels to reach residents with the information they want about the things that matter to them.</li> <li>We showcase the wide and varied range of Council facilities, events and services on offer, and encourage participation in civic life.</li> <li>We deliver engagement plans and tactics that enable residents to have their say on the future direction of the city and on Council decisions.</li> </ul>
	Champion Christchurch and collaborate to build our role as a leading New Zealand city.	★★	<ul style="list-style-type: none"> <li>We support events and activation opportunities in Christchurch and across Banks Peninsula.</li> <li>We work alongside the Council's strategic partners such as ChristchurchNZ to promote the city as a great place to live, visit, work and do business.</li> </ul>
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★★★★	<ul style="list-style-type: none"> <li>We help build trust and confidence in the Council by showing that we're listening, and by focussing on what's important to our residents.</li> <li>We develop and deliver engagement plans and tactics that involve residents in decision-making at the right point in the process, and in a way that appropriately reflects their level of influence on that decision.</li> </ul>
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★★★★	<ul style="list-style-type: none"> <li>We play a key role in helping our communities prepare for and respond to the impacts of climate change. We do this through communications, marketing and engagement activities that support Council initiatives to adapt to climate change, and through Public Information Management support for Civil Defence emergencies and other emergency and incident responses.</li> <li>We support residents to reduce their greenhouse gas emissions through social marketing campaigns that drive behaviour change.</li> </ul>
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.	★★	<ul style="list-style-type: none"> <li>We manage our channels to reach as many residents as possible. We identify our audiences, determine what budget needs to be spent, use partnerships to get our messages out, and use analytics to understand how our channels are performing.</li> </ul>
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★★	<ul style="list-style-type: none"> <li>Through our communications, marketing and engagement activities, we help residents understand issues and opportunities to plan for an inclusive and regenerative future.</li> </ul>
<b>*Levels of contribution - what this means</b>			
★★★★	This activity is critical to achievement of this strategic priority- we measure our impact with actions and levels of service in the Strategic Priorities Action Plan		
★★★	This activity strongly supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan for important elements only		
★★	This activity supports achievement of this strategic priority - we measure our impact with actions and levels of service in the Strategic Priorities Action Plan if practicable		
★	This activity may provide incidental support for the achievement of this strategic priority - it's not cost-effective to measure our impact		




## 2.3. Climate Resilience Goals: How this activity supports climate resilience goals


### Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity includes:</p> <ul style="list-style-type: none"> <li>• <i>From our organisation:</i> electricity use in the office, printing of materials, staff travel.</li> <li>• <i>For our district and residents:</i> travel to Council engagement opportunities.</li> </ul>
	<p>We take the following actions to reduce greenhouse gas emissions:</p> <p><i>Operational/embedded greenhouse gas emissions</i></p> <ul style="list-style-type: none"> <li>• Avoiding non-essential business travel by using online meeting options where possible, and using the shared EV fleet for local travel.</li> <li>• A flexible working policy that enables staff to work from home up to two days a week, limiting travel to and from work.</li> <li>• A 'digital first' approach to communications, marketing and engagement, and careful review of what is required to be printed.</li> </ul> <p><i>Greenhouse gas emissions by users of this activity</i></p> <ul style="list-style-type: none"> <li>• Online engagement opportunities (such as webinars) and improved online engagement functionality to help reduce requirements to travel.</li> </ul>

### We understand and are preparing for the ongoing impact of climate change

	<p>Key climate risks for the Communications and Engagement activity:</p> <ul style="list-style-type: none"> <li>• There are limited direct physical risks on the activity and no physical assets held by the activity.</li> </ul>
	<p>Options being considered to reduce the risks to the Communications and Engagement activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> <li>• This activity plays a key role in helping our communities prepare for and respond to the impacts of climate change. We do this through communications, marketing and engagement activities that support Council initiatives to adapt to climate change, and through Public Information Management support for Civil Defence emergencies and other emergency and incident responses.</li> <li>• This activity also supports residents to reduce their greenhouse gas emissions through social marketing campaigns that drive behaviour change.</li> </ul>

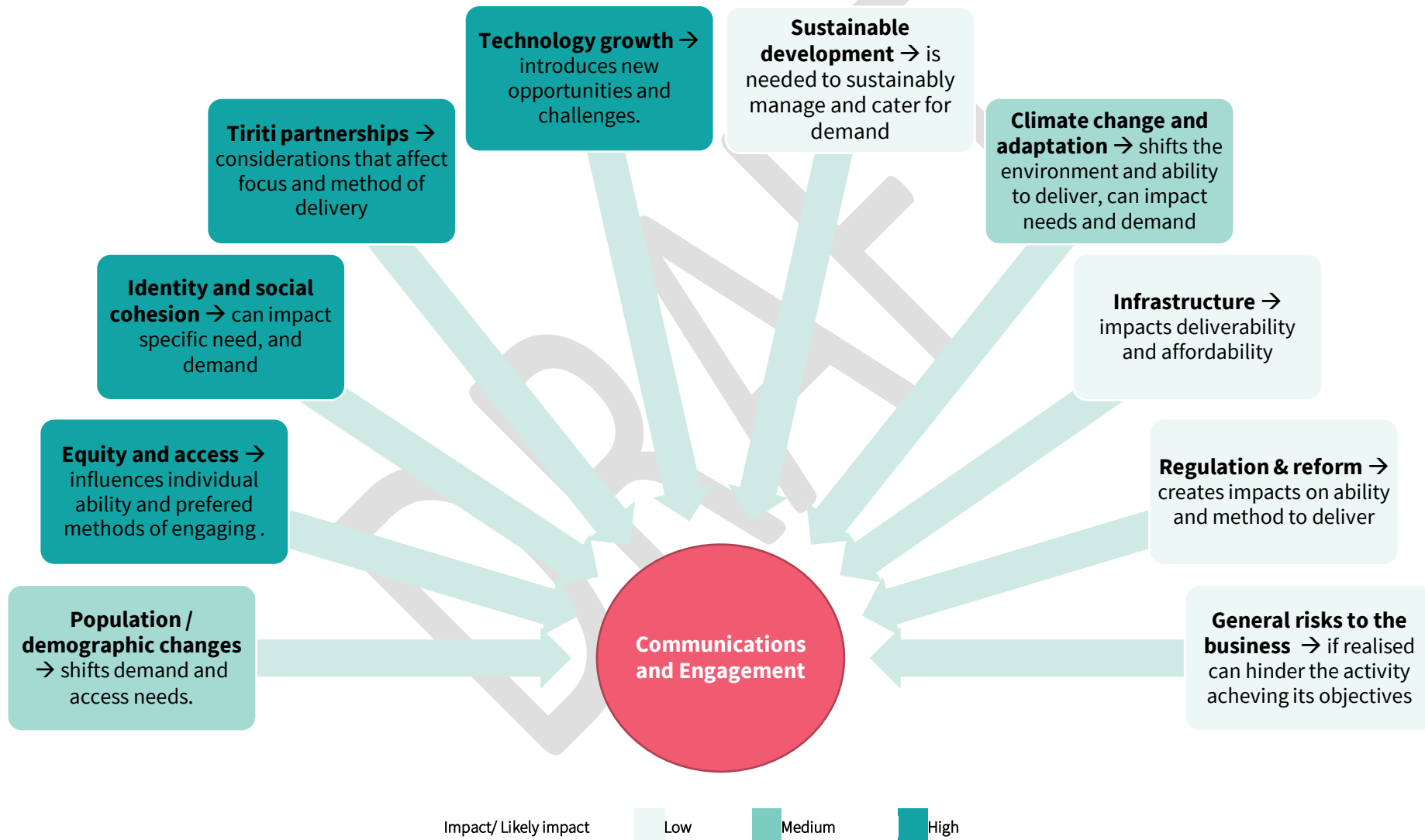
### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• As this activity is a 'shared service' that supports the rest of the organisation, we are not proposing a specific pilot project. Instead, we will be enhancing climate resilience across the organisation, providing other activities' pilot projects with communications, marketing and engagement support that will likely be required.</li> <li>• No LOS changes are expected in this LTP.</li> </ul>
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# 3. How we are planning for future impacts

There are various factors influencing current and future demand for Council library facilities and the ability to deliver them. These are listed below.

## 3.1. Issues impacting current and future activity demand and deliverability.



## 3.2. The high impact issues and mitigations planned

The more prominent ones that, in particular, affect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



### Technology growth

#### High impact issues

→ Increasingly our residents want to engage with us digitally. This will **impact the community outcomes and strategic priorities** through increased demand for information, and speed of responses.

**Mitigating actions:** we need to make the most of technology and the opportunities it offers to reach and engage with our residents.



### Tiriti Partnerships

#### High impact issues

→ Current change includes evolution in the role of local government in Tiriti partnerships. Our Council will need to prepare for this change.

**Mitigating actions:** Tiriti partnerships need more resourcing and capability, and our systems, including decision-making, will need to change and adapt. We need to do better in building a Te Ao Māori perspective into communications and engagement.



### Identity and Social Cohesion

#### High impact issues:

→ Society is rapidly diversifying. Social cohesion and a feeling of belonging is **critical for achievement of the Council's community outcomes** - achieving all of the outcomes will be impossible without this.

**Mitigating actions:** social cohesion and inclusion requires ongoing collaboration and conversations. It also requires workforce diversity and cultural competence, and good communications and engagement.



### Equity and access

#### High impact issues:

→ How we communicate and engage has an impact on equity and access. The allocation of resources and opportunities needs careful consideration, to ensure individuals can access information and engage with Council services and activities.

**Mitigating actions:** our focus is on reaching people with information that they want, using channels they prefer, and in ways that are easy to understand and access.

### Communications and Engagement

## 4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

### Services & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
<b>External Communications, Marketing and Design</b>					
<b>Provide timely accurate, relevant, and clear external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate</b>	Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear (4.1.10.1)	Target to be confirmed once results from the Annual Residents Survey 2023/24 are available.	Previous year plus 1%		
<b>News, Media Liaison, and Information</b>					
<b>Provide timely, accurate, relevant and clear responses to external queries by media or on social media</b>	Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies. (4.1.12.2)	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.			
	Social media enquiries are responded to during office hours (Citizens & Customer Services provide after-hours support) (4.1.12.5)	80% of direct message social media enquiries are responded to within two hours			
<b>Consultation and Engagement</b>					
<b>Provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to Elected Members to improve resident participation and contribution to Council decision-making</b>	Increase in resident satisfaction for resident participation in and contribution to Council decision-making (4.1.9)	Previous year's Resident's Survey result plus 1%			

## 5. How assets will be managed to deliver the services

This activity does not have assets.

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## 6. Capital expenditure and key capital projects

This activity does not have capital expenditure and key capital projects.

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# 7. Financial resources needed

## 7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

### Communications & Engagement

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
<b>Activity Costs Before Overheads by Service</b>										
Consultation & Engagement	846	871	890	910	932	952	972	991	1,011	1,030
External Comms, Marketing & Design	3,761	3,870	3,956	4,046	4,140	4,231	4,320	4,406	4,494	4,580
	<b>4,607</b>	<b>4,741</b>	<b>4,846</b>	<b>4,957</b>	<b>5,072</b>	<b>5,183</b>	<b>5,292</b>	<b>5,398</b>	<b>5,506</b>	<b>5,610</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs	244	251	257	263	269	275	281	286	292	298
Direct Maintenance Costs										
Staff and Contract Personnel Costs	4,242	4,365	4,461	4,564	4,669	4,771	4,871	4,969	5,068	5,165
Other Activity Costs	122	125	128	131	134	137	140	142	145	148
Overheads, Indirect and Other Costs	2,200	2,348	2,408	2,516	2,646	2,763	2,852	3,011	3,087	3,104
Depreciation										
Debt Servicing and Interest										
<b>Total Activity Cost</b>	<b>6,807</b>	<b>7,089</b>	<b>7,254</b>	<b>7,473</b>	<b>7,718</b>	<b>7,946</b>	<b>8,144</b>	<b>8,409</b>	<b>8,592</b>	<b>8,714</b>
<b>Funded By:</b>										
Fees and Charges										
Grants and Subsidies										
Cost Recoveries										
Other Revenues										
<b>Total Operational Revenue</b>										
<b>Net Cost of Service</b>	<b>6,807</b>	<b>7,089</b>	<b>7,254</b>	<b>7,473</b>	<b>7,718</b>	<b>7,946</b>	<b>8,144</b>	<b>8,409</b>	<b>8,592</b>	<b>8,714</b>
<b>Funding Percentages</b>										
Rates	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>										
Improved Service Levels										
Increased Demand										
<b>Total Activity Capital</b>										

## 7.2. Funding consideration and outcome

*Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.*

Council funds the Communications and Engagement activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the basis of capital value, with benefits mostly received in the same year as the expenditure is incurred.

- **Operating expenditure:** All operational costs for the Communications and Engagement activity are allocated out to the external activities by way of Corporate Overhead. For explanation of how each external activity funds Corporate Overhead please refer to section 7.2 of those Activity Plans.
- **Capital expenditure:** The Communications and Engagement activity does not have any capital related expenditure.

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More information on the Council's Finance and Funding Polices can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## 8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
<b>Social</b>	
Our move to 'Digital First' could exclude people who do not have digital access.	We continue to consider how our audiences access information, and adapt our communications to meet their needs. While we will still need to print some material, we'll also make good use of existing printed channels such as community newsletters and newspapers to reach people.
<b>Economic</b>	
N/a	
<b>Environmental</b>	
N/a	
<b>Cultural</b>	
N/a	

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# Appendices





## A. Appendix A: Levels of Service detail

### A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

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## A.2. Levels of Service: Performance measures in detail

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
<b>External Communications, Marketing and Design</b>											
Provide timely accurate, relevant, and clear external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate	4.1.10.1	Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear	Target to be confirmed once results from the Annual Residents Survey 2023/24 are available.	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%	Annual Residents Survey	A collaborative confident city	2023: 72% 2022: 65%  Note: New measure modified with LTP 2021  2021: 82% 2020: 61% 2019: 59%	2020 Annual Residents' Survey 61% residents satisfied council communications are timely, accurate and relevant – increased 2% on previous year's result of 59%.	C
	4.1.10.2	Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement – across all of our digital channels	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement – across all of our digital channels	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement – across all of our digital channels	Previous year plus 1% growth in followers, subscribers, reach, conversion, and engagement – across all of our digital channels	Daily/weekly/monthly online channel analytics.	A collaborative confident city	2023: 9% overall increase in traffic to our websites. Results vary depending on channel. (TBC) 2022: 5% growth 2021: Overall increase, results depending on channel	2020 Unit Baseline: Newsline 1 million hits this year, more than 700 stories published. Facebook posts reach 26.6 million people and almost 1.5 million people engage with them. Instagram 9100 followers (30% increase on previous year)	M
	4.1.10.6	Provide timely, relevant, and accurate external communications, marketing, and engagement activities to support equity, diversity, and inclusion	Establish baseline numbers to show the involvement of youth, Māori, Pacific Peoples and other under-represented voices in engagement and consultation projects	x% increase in youth, Māori, Pacific Peoples, and other under-represented voices.	x% increase in youth, Māori, Pacific Peoples, and other under-represented voices.	x% increase in youth, Māori, Pacific Peoples, and other under-represented voices.	Brand guidelines followed Tone of Voice guidelines Quality control – percentage of jobs signed-off	A collaborative confident city A cultural powerhouse city	New measure with LTP 2024		M
<b>News, Media Liaison, and Information</b>											
Provide timely, accurate, and relevant and clear responses to external queries by media or on social media	4.1.12.2	Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.	Respond to all media calls within 24 hours, 7 days a week. Wrike media tracking system.	A collaborative confident city	2023: 90% 2022: 90% 2021: 100% 2020: 100% 2019: 95%	We respond to approximately 2,500 media enquiries each year.	C

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
	4.1.12.5	Social media enquiries are responded to during office hours (Citizens & Customer Services provide after-hours support)	80% of direct message social media enquiries are responded to within two hours	80% of direct message social media enquiries are responded to within two hours	80% of direct message social media enquiries are responded to within two hours	80% of direct message social media enquiries are responded to within two hours	Sprout Social analytics	A collaborative confident city	2023:80% (median response time 15 mins) 2022: 80% (median response time 22 mins) New measure with LTP 2021		C
<b>Consultation and Engagement</b>											
Provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to Elected Members to improve resident participation and contribution to Council decision-making	4.1.9	Increase in resident satisfaction for resident participation in and contribution to Council decision-making	Previous year's Resident's Survey result plus 1%	Previous year's Resident's Survey result plus 1%	Previous year's Resident's Survey result plus 1%	Previous year's Resident's Survey result plus 1%	Annual Residents' Survey – percentage of residents who feel they can participate in and contribute to Council decision-making.	A collaborative confident city	Residents' Survey 2023: 29% 2022: 26% 2021: 28% 2020: 26% 2019: 34%	Wellington City Council: Percentage of residents who believe they have the opportunity to participate in decision-making. 2023: 43%	C
<b>Internal Communications</b>											
Develop and implement meaningful and effective internal communications at operational and strategic level that reach our staff and Elected Members/ Governance Managers	4.1.14.1	Staff satisfaction with internal communications (4.1.14.1)	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%	Annual Staff Internal Communications survey.	A collaborative confident city	2023: Unable to measure due to resource-related issues. 2022: 74% 2021: Unknown 2020 – 86% 2019 – 55.45%	Gatehouse Global Communications benchmark: 2018 – 69%	M
	4.1.14.6	Elected members and Governance Managers satisfied with content, format, and tone of information (4.1.14.6)	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%	6 monthly survey measuring elected members' satisfaction with memos, updates from Council's Chief Executive, Community Board newsletters, content and imagery. 6 monthly survey measuring Governance Managers' satisfaction with Community Board newsletters.	A collaborative confident city	2023: Easy to understand: 81.82% Timely: 63.64%, Relevant: 77.28% Accurate: 68.18% 2022: Unable to measure due to COVID and other resource-related issues. New measure with LTP 2021		M

## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under *Level of Service Statements*. This provides a *reduced suite of levels of service that are most critical and meaningful*, rationalising the overall number to be presented in the LTP and included in future performance reporting to ELT, Council and the community, while ensuring continued *transparency of non-financial performance across services*. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those changes specifically set out below.

### Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
4.1.10.5 (M) We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. Target: 14 languages	Recommend removing this LoS.	Rationale: it has a one-off measure that was achieved in 2022.  LoS is a duplication with 4.1.10.6.	Management measure, no consultation required.
4.1.5.1 (C) We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members. Target: Council's consultations are implemented in accordance with the principles of the LGA. 100%	Recommend removing this LoS.	The requirement for consultations to be implemented in accordance with the principles of the LGA is set by the Act itself, not by having a LoS which has this as a measure.  LoS is a duplication with 4.1.9 which has a stronger, more meaningful measure. (Percentage of residents who feel they can participate in and contribute to Council decision-making.)	No specific consultation required. Change also noted in the Statement of Service Provision.

### New

**This Activity has no new levels of service.**

## Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
<p>4.1.12.2 (C) Media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.</p>	<p>Target changed from 2021 LTP: 90% response rate to all media calls within 24 hours, 7 days a week.</p> <p>To 2024 LTP: 90% of media enquiries have an initial response within 24 hours during office hours, and as required after-hours for emergencies.</p>	<p>In reality many media enquiries have a response within 24 hours. However, we believe this new measure is more appropriate for the changing media environment, where the expectation for immediacy (particularly after hours) is not always matched by the seriousness of the situation (eg. genuine emergency / breaking news).</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
<p>4.1.12.5 (C) Social media enquiries are responded to during office hours (Citizens &amp; Customer Services provide after-hours support)</p>	<p>Clarification of target by adding in “80% of direct message social media enquiries...”</p> <p>Target changed from 2021 LTP: 80% of social media enquiries are responded to within two hours during office hours (Citizens &amp; Customer Services provide after-hours support)</p> <p>To 2024 LTP: 80% of direct message social media enquiries are responded to within two hours</p>	<p>This change provides clarity that the target relates to direct message social media enquiries.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
<p>4.1.10.1 (C) Resident satisfaction that our external communications, marketing, and engagement activities are timely, accurate, relevant and clear</p>	<p>Target changed <i>from</i> 67% in years 25/26 onwards <i>to</i> Previous year plus 1%.</p>	<p>The target for 2024/25 will be confirmed once results from the Annual Residents Survey are available, approx. April 2024. By increasing the targets, we commit to striving for continuous improvement.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>



<p>4.1.10.2 (M) Manage, adapt, and grow our external communications, marketing, and engagement channels in order to reach and engage with people</p>	<p>Slight wording change to measure of success description:</p> <p>From 2021 LTP: We manage, adapt and grow our channels. These are the many ways we reach and engage with people – web sites, emails, newsletters and social media.</p> <p>To LTP 2024 We manage, adapt and grow our external communications, marketing and engagement channels in order to reach and engage with people.</p>	<p>For consistency and clarity, and to highlight the ‘why’ rather than the channels themselves. We manage, adapt and grow our channels in order to reach and engage with people.</p>	<p>Management measure, no consultation required.</p>
<p>4.1.10.6 (M) Provide timely, relevant, and accurate external communications, marketing, and engagement activities to support equity, diversity, and inclusion</p>	<p>Target changed from 2021 LTP: Minimum of 90% of communications material is accessible – checked against brand guidelines.</p> <p>To 2024 LTP: 2024 baseline: Establish baseline numbers to show the involvement of youth, Māori, Pacific Peoples and other under-represented voices in engagement and consultation projects.</p> <p>2025 – x% increase in youth, Māori, Pacific Peoples and other under-represented voices.</p>	<p>‘Equal access for all’ assumes that we all benefit similarly from access to the same resources and opportunities. Equity is a better reflection of the intention of the LoS as it recognises that not everyone comes from the same access point, and that resources and opportunities may need to be allocated differently, in order to reach an equal outcome.</p> <p>The new measure is a more effective indication of how our external communications, marketing and engagement activities support diversity, inclusion and equity.</p>	<p>Management measure, no consultation required.</p>

## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

### B.1. Changing customer needs

#### Population / demographic changes (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population / demographic changes shift demand and access needs.	<ul style="list-style-type: none"> <li>Changes have minimal direct impact on activities covered in this plan.</li> </ul>	<ul style="list-style-type: none"> <li>Demographic and geographic changes may impact on operational units, which may require additional communications and engagement support.</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for communications and engagement from operational units</li> </ul>	<ul style="list-style-type: none"> <li>Watching brief.</li> </ul>

#### Equity and access (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Equity and access	<ul style="list-style-type: none"> <li>How we communicate and engage has an impact on equity and access.</li> </ul>	<ul style="list-style-type: none"> <li>The Accessibility for New Zealanders Bill is being drafted and will include a suite of measures like methodologies for addressing accessibility barriers, monitoring, evaluation and reporting requirements, expectations for engaging with and listening to disabled people, as well as the purpose and principles for the accessibility framework.</li> </ul>	<ul style="list-style-type: none"> <li>The allocation of resources and opportunities needs careful consideration, to ensure individuals can access information and engage with Council services and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing focus on reaching people with information they want, using channels they prefer, and in ways that are easy to understand and access.</li> </ul>

## Identity and social cohesion (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Communications and Engagement needs to consider social cohesion and identity issues.	<ul style="list-style-type: none"> <li>Society is rapidly diversifying.</li> </ul>	<ul style="list-style-type: none"> <li>Social changes may impact on operational units, which may require additional communications and engagement support.</li> </ul>	<ul style="list-style-type: none"> <li>Social cohesion and a feeling of belonging is critical for achievement of Council community outcomes.</li> <li>Communications and Engagement needs to support and reflect the diversity of our community.</li> </ul>	<ul style="list-style-type: none"> <li>Cohesion and inclusion requires ongoing conversations and collaboration.</li> <li>It also requires workforce diversity, cultural competence, good data analysis, monitoring and evaluation.</li> <li>Development of a new Equity and Inclusion policy is underway</li> </ul>

## B.2. Tiriti Partnerships (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Current Government reforms include an evolution in the role of local Government in Tiriti partnerships.	<ul style="list-style-type: none"> <li>Tiriti partnerships need more resourcing within Council.</li> </ul>	<ul style="list-style-type: none"> <li>Council processes, including decision-making processes, may need to adapt to the evolution underway in this area.</li> </ul>	<ul style="list-style-type: none"> <li>Communications and Engagement needs to reflect our Tiriti partnerships, but this requires greater resourcing and capacity within Council.</li> </ul>	<ul style="list-style-type: none"> <li>Uncertain at this stage.</li> </ul>

## B.3. Technological growth (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increasingly our residents want to engage with us digitally.	<ul style="list-style-type: none"> <li>The digital landscape is rapidly changing, as are residents' expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Council processes and channels will need to adapt to the evolution underway in this area.</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for information.</li> <li>Increased expectations for speed of response.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing focus on making the most of technology and the opportunities it offers to reach and engage with residents.</li> </ul>

## B.4. Resilience and environmental considerations

### Climate change & adaptation (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increased community expectations of information and engagement.	<ul style="list-style-type: none"> <li>Climate change a key focus for residents and for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Climate change and adaptation likely to impact on operational units, which will require additional communications and engagement support.</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for communications and engagement from operational units</li> </ul>	<ul style="list-style-type: none"> <li>Support the develop a climate resilience programme with agreed priorities for action.</li> </ul>

### Sustainable development (low impact)

This Activity has identified no sustainable development issues impacting the Activity.

### B.5. Infrastructure (low impact)

This Activity has identified no infrastructure issues impacting the Activity.

### B.6. Regulations & reform (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Government reform programme	<ul style="list-style-type: none"> <li>Very significant change for the local government sector has been signalled and, in some cases, started by the current Government.</li> </ul>	<ul style="list-style-type: none"> <li>National elections in October will determine the extent to which the reform programme continues in its current form or is adjusted by a new incoming government.</li> </ul>	<ul style="list-style-type: none"> <li>Major changes to how three waters and resource management services are delivered are already underway.</li> <li>Likely future impact of the reform of the local government sector as a whole remains uncertain until a Government response to the report of the Independent Panel is delivered (presumably post-election).</li> </ul>	<ul style="list-style-type: none"> <li>Watching brief</li> </ul>

## B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> <li>• <b>Build trust and confidence in the Council . . .</b></li> <li>• <b>Champion Christchurch . . .</b></li> <li>• <b>Be an inclusive and equitable city . . .</b></li> </ul>	<p>If we do not engage with our residents in a meaningful and timely way, there is the potential for negative public perceptions of the Council, and an erosion of trust.</p> <p>We want to enable active and connected communities to own their future, and to support elected members to understand the diverse views and interests of communities.</p>	Major	Almost certain	Very High	<ul style="list-style-type: none"> <li>• Significance and Engagement Policy.</li> <li>• Engagement Working Group and its outputs: Engagement Action Plan and Strategy for pre-engagement on the Long Term Plan</li> <li>• Communications Strategy</li> <li>• Engagement Strategy</li> </ul> <p>All of which help to ensure we engage with our residents in a meaningful and timely way</p>	Medium
<ul style="list-style-type: none"> <li>• <b>Build trust and confidence in the Council . . .</b></li> <li>• <b>Champion Christchurch . . .</b></li> <li>• <b>Be an inclusive and equitable city . . .</b></li> </ul>	<p>If we do not build an understanding of what we do, how we do it and why we do it, there is the potential for confusion, and negative public perceptions of the Council.</p> <p>We listen to our communities, and provide timely, relevant, accurate, and easy-to-understand information to our communities about Council services, events, activities and projects.</p>	Major	Highly likely	High	<ul style="list-style-type: none"> <li>• Brand Strategy and Tone of Voice guidelines.</li> <li>• Media and social media policy</li> <li>• Communications strategy</li> </ul> <p>All of which help to ensure our communications are timely, relevant and accurate.</p>	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
<ul style="list-style-type: none"> <li>• <b>Build trust and confidence in the Council . . .</b></li> <li>• <b>Be an inclusive and equitable city . . .</b></li> </ul>	<p>If we don't inform and communicate with our internal stakeholders, then there is the potential for staff to feel disconnected from the organisation, and not be informed of organisational developments and changes, resulting in decreasing staff morale and engagement.</p> <p>We help to ensure staff across the organisation feel informed and engaged about what's happening at an operational and strategic level.</p>	Major	Highly likely	High	<ul style="list-style-type: none"> <li>• Internal communications plan and resourcing.</li> <li>• Dedicated internal communications channels.</li> </ul>	Low

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