

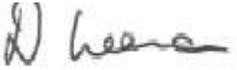
**Draft Long Term Plan 2021-31**

**Activity Plan**

# **Public Information and Participation**

**Adopted 4 March 2021**

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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# 1. What does this activity deliver?

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The Public Information and Participation Unit (PIP) is a shared service, which means we work with teams across the Council. 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. We work together to create the best for Christchurch, so everything we do has a residents' lens over it. We aim to build strong relationships, embrace different ways of reaching people and use new language and content that is helpful, clear, and easy to read and understand. We are committed to diversity and inclusion, and equal access for all as detailed in our Multicultural Strategy – this has seen our website translated into 14 diverse languages and the coordination of a joint-agency Our Future Together newsletter to the Muslim community.

As a Unit, the various disciplines – marketing, engagement, communications, news & media and design – work together on integrated, multi-layered strategies to help our business units deliver their projects, activities and services. We add value by listening to our residents and advocating for a resident-focused approach. We know people want timely, relevant, clear information – we aim to understand what information people are seeking, how they want to receive it and how we can reach them.

We champion the organisation's Identity and Communications Strategy. Our Identity is everything we say and do. It shapes people's view and understanding of the Council. Part of our identity is Tone of Voice – the way each of us interact with people, what we say and how we write. Our new identity and Tone of Voice aims to deliver a better customer experience and help shift the current perceptions of the Council around its lack of responsiveness to problems or concerns. Our Tone of Voice training has enabled staff throughout the organisation to confidently connect with our residents, which will, in turn, increase public trust and confidence in us.

## **As an organisation we aim to be:**

- Helpful, responsive and easy to deal with
- An organisation that engages and collaborates with its residents
- Human and customer centric
- Decisive
- Forward looking
- One connected organisation

## **PIP Unit aims to:**

- Build trust and confidence that we're listening to our residents, and focused on what's important to them
- Tell our own stories, and grow our channels so we don't have to rely on mainstream media and third parties
- Focus on communicating things that our residents tell us are important, or will make a difference to their lives
- Enable all staff to confidently and consistently communicate

## **PIP Unit goals:**

- More people are communicated with, more often on the things they want to know about
- More people feel listened to, and feel they have been heard
- More people have trust and confidence in what we do
- More people using our services and getting involved

## **This activity provides the following services:**

### 1) External Communications, Marketing and Design

- Communications and marketing support and advice to teams across the organisation to help them inform and connect with residents and communities.
- Developed and champion the organisation's Brand Strategy and lead Tone of Voice training to effectively communicate the value that the Council creates for its residents and deliver a better customer experience.
- External communications/marketing plans and strategies are prepared and implemented for a wide range of projects and services, such as water, transport, land drainage, parks and facilities, to make sure residents and stakeholders are informed, engaged and updated.
- Communications advice and support for complex projects that require a sensitive and empathetic approach. Identify communications risks and propose an appropriate means for addressing these.
- Produce resident-focused copy, content, advertising and promotional material – easy to read and understand, clear, helpful and is consistent across all of the different ways we reach people with our messaging such as the web, Newline, Facebook, letters, signage, digital displays and e-newsletters.
- Manage all paid advertising and the organisation's media buying contract to ensure cost efficiency and to advise on the best channels to get messages to the right people at the right time.
- Advising and utilising cost-effective ways of getting information out to our residents, including digital platforms. We focus on channels that residents' prefer and ensure our content is accessible – we make it easy for people to find out information and act.
- Support for elected members by working with Governance Managers and Community Board Advisors to compile monthly Community Board e-newsletters. We provide coverage for Council and committee meetings to ensure residents are informed about decisions – how and why they were made.
- Manage, adapt and grow our channels to reach the widest possible resident base. We use analytics to understand how our channels are performing, identify our audiences, determine where budget needs to be spent, and use partnerships to get our messages out. Our channels work together (aligned), with consistent messaging, and Tone of Voice – helpful, clear and consistent content across all of our touch points (channels) such as web, e-newsletters, social media.
- Development of brand and marketing strategy for new facilities e.g. Nga Puna Wai, Tūranga, Taiora QEII and He Puna Taimoana. Manage the provision of signage, which is one of the first impressions people have of our recreation centres, swimming pools, libraries, parks and new facilities. We've developed new signage guidelines to ensure people know it's a public facility and people have a consistent experience across all our services.

### 2) Consultation and Engagement:

- Provide engagement and consultation support and advice to teams across the organisation to help them engage with residents and communities.
- Develop engagement plans to help ensure residents are being involved in decision-making at the right point in the process, and in a way that appropriately reflects their level of influence on that decision.

- Provide engagement support to help elected members make informed decisions on behalf of those they represent.
- Advise on the most effective and appropriate way to reach residents, using Council communication channels and community networks.
- Identify engagement risks and propose appropriate means for addressing these.
- Act as the ‘face of Council’ and a point of contact for residents wanting to share their views.

### 3) News, Media Liaison & Information:

- Our primary channel for telling our stories is Newsline – our online digital news hub. We drive Council news through Newsline and encourage two-way conversations through our social media channels Facebook and Twitter.
- Develop and implement a Media Strategy for the organisation. Responding to all mainstream media queries, requests for information and interviews, and comments, as well as issuing media advisories.
- Develop and implement a Social Media Strategy and Policy. Provide social media advice and delivery.

### 4) Internal Communications:

- Ensure staff across all levels of the organisation feel informed and engaged about what’s happening at an operational and strategic level through a wide range of communication methods that provide a balanced mix of formal and informal corporate news, events and activities. Tactics include Chief Executive weekly update, staff forums, The Hub, online social media tools, learning lunches.
- Internal communications plans are prepared and implemented for key internal projects to make sure staff are informed, engaged and updated.

### **A snapshot of provision and use for 2018/19:**

- Communications – 215 communications plans and marketing strategies were developed and implemented. Communications plans for key projects include Water, Central City revitalisation, Transport, and the Land Drainage programme.
- E-newsletters – 20–30 e-newsletters sent each month to 70,000 subscribers.
- 305 project brief requests for work lodged by teams and units from across the organisation.
- Internal communications – communications planning for 16 internal projects, 27 weekly updates for the Chief Executive, 70 all staff CCCDispatch emails, 1 staff forum, 1 Winter Learning Lunch, 1 Expo, 206 The Hub homepage ‘What’s Happening’ messages, 790 All company Yammer posts.
- Since 2016, we’ve reduced the amount of organisational advertising spend from \$1.4m to \$980,000 as we continue to experience growth and engagement on our own channels.
- 90 Tone of Voice training workshops held for units and team across the organisation.

- Media management – more than 3,226 media queries, 95 per cent of these acknowledged within 24 hours. Major events e.g. 15 March mosque attacks, earthquake anniversary and Mayor’s apology, chlorination in water and local body elections.
- Social media – Council’s Facebook page has achieved yearly growth of 13 per cent to 49,850 likes in 2018/19. This growth trend is continuing into 2019/20, with on average 100 likes per week, but in January 2020 we’ve seen a spike of 830 new likes (207 per week) taking the total likes to 52,817.
- Newline – more than 800 stories published, a Newline e-newsletter going out weekly to more than 4000 subscribers.
- Engagement – consultation on 66 projects received more than 7,360 submissions and/or feedback.
- Monthly Community Board newsletters – 77 newsletters sharing news, information, decisions and events happening in each ward area, viewed by 17,086 people.
- Civil Defence and emergency management – ongoing Public Information Management training and planning following recent emergency response to flooding, tsunami, terror attack and fires.

## 2. Community Outcomes – why do we deliver this activity?

	Community Outcome(s)	Describe in 2-3 sentences how the activity effects the Community Outcome
<b>Primary Outcome 1</b>	Active participation in civic life	<p>This activity:</p> <ul style="list-style-type: none"> <li>• Ensures 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>• Works to reach and involve more residents in decision-making (including those with historically low participation and engagement), and in a way that appropriately reflects their level of influence on that decision.</li> <li>• Provides communications, marketing, engagement and consultation, design and media planning, support and advice to ensure residents are informed and updated.</li> <li>• Ensures material is easy to read and understand, and is clear and informative.</li> </ul>
<b>Primary Outcome 2</b>	Safe and healthy communities	<p>This activity:</p> <ul style="list-style-type: none"> <li>• Produces communications, advertising and promotional material that drives participation and builds understanding about the activities and services the Council provides.</li> <li>• Ensures material is easy to read and understand, clear, helpful and is consistent across all of the different ways we reach people with such as the web, signage, Newsline, Facebook, letters and e-newsletters.</li> <li>• Produces and distributes the Our Future Together e-newsletter in response to the 15 March Mosque attacks.</li> <li>• Provides Public Information Management support for Civil Defence emergencies and other emergency responses such as boil water and flooding events.</li> </ul>
<b>Primary Outcome 3</b>	Identity through arts, culture, heritage and sport	<p>This activity:</p> <ul style="list-style-type: none"> <li>• Provides marketing services to drive participation and generate revenue for the Council's Recreation &amp; Sports facilities.</li> <li>• Works with partner agencies and organisations involved in promoting and activating the city, such as ChristchurchNZ.</li> <li>• Provides marketing and communications support for Council facilities and activities. Our work showcases and celebrates the contribution the arts, culture and heritage makes to the vibrancy of the city and its people – telling the stories of who we are.</li> <li>• Provides a dedicated section on Newsline for Arts &amp; culture, aimed at letting people know about the exciting things they can see, learn and experience.</li> </ul>

	<b>Community Outcome(s)</b>	<b>Describe in 2-3 sentences how the activity effects the Community Outcome</b>
<b>Primary Outcome 4</b>	Strong sense of community	<p>This activity:</p> <ul style="list-style-type: none"> <li>• Supports the city’s diverse communities by providing translation of the Council website into 14 languages. This translation service is currently receiving an average of 480 hits per month.</li> <li>• Provides marketing and communications services to showcase the Council’s services, facilities, events and activities such as the Botanic Gardens, Summertimes, KidsFest and community events, and to encourage participation in city-life.</li> <li>• Provides a dedicated section on Newsline for Community matters, aimed at keeping people updated and connected with what’s happening in their neighbourhoods, communities and city.</li> <li>• Provides engaging and helpful social media posts on the Council’s Facebook page. Highlighting the interesting, unique and fun things happening in the city, such as the corpse flower at the Botanic Gardens, an online food map for fruit foraging and fun things to do around Christchurch &amp; the Banks Peninsula during the holiday break.</li> </ul>
<b>Primary Outcome 5</b>	Great place for people, business and investment	<p>This activity:</p> <ul style="list-style-type: none"> <li>• Collaborates with key partners and stakeholders such as ChristchurchNZ to support economic growth in the city.</li> <li>• Works with partners such as Ōtakaro, Development Christchurch Ltd and ChristchurchNZ to market Christchurch and the central city as an attractive place to live, work and do business.</li> </ul>
<b>Secondary Outcome</b>	All Community Outcomes	Public Information and Participation Unit’s services provide communications, marketing, engagement, media and design support and advice to Council’s groups and units and teams and therefore positively contributes to progress towards all of our Community Outcomes.

Note the performance measures and targets used to measure the difference the activity makes for the community outcomes is in the Level of Service table in Section 5.

### 3. Strategic Priorities – how does this activity support progress on our priorities?

Strategic Priorities	Activity Responses
<p><b>Enabling active and connected communities to own their future</b></p>	<p>This activity is one of the Council’s principal means for community engagement and connection. This activity will continue to develop and use a wide range of engagement tools, including surveys, consultations and co-creation processes, to ensure we’re listening to our communities and enabling people to have their say.</p> <p>This activity intends to focus on how to better reach and involve residents in decision-making (including those with historically low participation and engagement) at the right point in the process, and in a way that appropriately reflects their level of influence on that decision. We also want to explore ways of making it easier for people to provide feedback.</p> <p>Future aspirations for engagement activity involves exploring and developing a new approach to community engagement that takes a holistic view of our communities – we listen and find out what’s important to them, their street, neighbourhood, community and city. This involves having regular and meaningful dialogue about the ‘real choices’ they can make – what’s coming up, what’s on horizon and what’s longer-term and, importantly, what can change as a result of providing feedback.</p> <p>This activity will continue to champion a resident-focused approach to the information we’re putting out – this means it’s easy to read and understand, clear, helpful and is consistent across all of the different ways we reach people with such as the web, signage, Newsline, Facebook, letters and e-newsletters.</p> <p>The activity uses multiple channels to get messages to the right people at the right time. We aim to increase our reach into the community – so we’re communicating directly with our residents about the things that are important to them.</p> <p>This activity will continue to provide marketing and communications services to showcase the wide and varied range of Council facilities, events and activities on offer, such as the Libraries, Botanic Gardens, Summertimes, KidsFest and community events, and to encourage participation in city-life. We’ll also provide communications and marketing services to support the Local Body Elections cycle.</p> <p>This activity ensures people are aware of what’s on offer, attracts interest in the services so people want to use them, and advises on the customer journey and experience so people are satisfied with the services and continue to use them.</p>
<p><b>Meeting the challenge of climate change through every means available</b></p>	<p>Communicating with the community on the expected impacts of climate change, and engaging in discussions around solutions, will be a key element in our climate adaptation work programme. This activity will make a substantial contribution to this work by providing communications, marketing and engagement services.</p>

Strategic Priorities	Activity Responses
	<p>Options for reducing this activity’s impact on Council emissions are also being considered, with a focus on digital communications instead of print.</p> <p>This activity provides a dedicated section on Newsline for the Environment, aimed at providing information and stories about looking after our natural resources. We will continue to use this channel to profile climate change-related information.</p>
<p><b>Ensuring a high quality drinking water supply that is safe and sustainable</b></p>	<p>This activity plays an important role in influencing behavioural change with regard to the Council’s water supply network. For example, water conservation and water restrictions campaigns promote behaviour that reduces peak demand on water infrastructure, with the goal of mitigating pressure losses, shortages and keeping enough water in reserve to fight fires.</p> <p>Similarly, this activity plays a crucial role in drinking-water hygiene education and public health and safety, particularly with regard to boil water notices and preventing the spread of waterborne illnesses.</p> <p>At the same time, this service also provides ongoing public updates and context to the Council’s decisions and actions as they relate to the current Water Supply Improvement Programme and city-wide chlorination, keeping residents informed and improving their knowledge about the Council’s role in supplying safe, clean drinking water for the future.</p> <p>Future aspirations for this activity includes making use of digital technologies such as text alert apps to target areas of the city with specific messaging about water conservation or boil water notices.</p>
<p><b>Accelerating the momentum the city needs</b></p>	<p>This activity supports events and activation opportunities in the city, getting the word out to the community on what’s going on in the city.</p> <p>This activity will continue to work alongside the Council’s strategic partners such as ChristchurchNZ to promote the central city as a great place to live, visit, work, do business and shop.</p> <p>This activity provides a dedicated section on Newsline for City Life, aimed at letting people know about the exciting things they can see, learn and experience – promoting Christchurch: a great place to be. We will continue to use this channel to promote and publicise the momentum happening in the city.</p>
<p><b>Ensuring rates are affordable and sustainable</b></p>	<p>This activity has a focus on managing our channels to reach the widest possible resident base. We use analytics to understand how are channels are performing, identify our audiences, determine where budget needs to be spent, and use partnerships to get our messages out.</p>

Strategic Priorities	Activity Responses
	<p>This activity aims to grow our online channels to save money on printed material and reduce waste. Growing our channels also shifts our reliance on third parties (such as media) to tell our stories and enable us to proactively communicate directly with our residents. However, we are mindful that some members of the community can't access digital communications and we will carefully consider the needs of our audiences when we're planning our communications.</p> <p>Our primary channel for telling our stories is Newslines – our online digital news hub. We drive Council news through <a href="#">Newslines</a> and encourage two-way conversations through our social media channels Facebook and Twitter. We intend to increase the number of Newslines followers so people are hearing Council information from us first hand.</p> <p>This activity manages the Council's online e-newsletter service – ensuring copy is engaging, clear and informative and direct to the resident, therefore reducing the need for printed material. We're aiming to make yearly increases in the number of new subscribers to our e-newsletters – more people finding out Council information first hand.</p> <p>This activity aims to use automation – pre-programme systems and messaging – to make it easier and quicker for residents to access information, as well as having an improved user experience. We will continue to work with Council teams and our customers to focus our attention on improving the user experience across all of the Council's services. We'll also explore working partnerships with private sector entities who specialise in new technology and we will partner with IMCT to develop a citywide information App capable of sending notifications.</p> <p>This activity manages several large behaviour change and education campaigns for the organisation, such as Kerbside Collection and water restrictions. We're aiming to meet behaviour change objectives for these campaigns, which contributes to meeting revenue targets, reducing operational costs and ensuring services are sustainable and cost effective.</p> <p>We're also intending to provide marketing and communications services to Units such as Recreation &amp; Sport, events and Libraries to ensure they meet their business objectives for participation and revenue.</p> <p>This activity manages the Council's advertising spend to ensure we receive maximum value from our media partners. This includes heavily discounted rates, added value benefits and in-kind support. We intend to reduce third party media spend over the coming years as we grow our channels.</p>

## 4. Increasing Resilience

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Resilience is a word we've heard a lot in Christchurch in recent years, as our city and community has faced earthquakes, floods, The Port Hills Fires, the 15 March 2019 mosque shootings, and now the COVID-19 pandemic. And, we know we will encounter future challenges particularly as we grapple with climate change, and sea-level rise and the extreme weather events these bring.

Being resilient means understanding the risks and challenges we face, and developing ways to adapt. The Public Information & Participation (PIP) Unit has a key role in helping our communities understand risk, how it may impact them, their neighbourhoods, communities and city, and how we can work together to adapt. We work to make sure information, often highly technical in nature, is easy to understand and act on.

The PIP Unit also has a focus on meaningful engagement with Christchurch residents, helping them arrive at a decision, and ensuring they are heard and have a strong voice in decision making. We maximise opportunities for community involvement and have a strong role in relationship management that helps clarify specific community needs, issues, opportunities – and how the Council can respond.

We also perform a vital role in getting information to people in emergency situations and crisis. During times of crisis people are hungry for information – it has to be timely, accurate and relevant and delivered through the channels they use. Through every one of our city's crisis, the PIP Unit has played a key role in the Civil Defence or emergency response, providing our communities with information. Lessons are learnt from every event, and we have developed our skills, enhanced our processes and systems to get better each time in getting information to residents to reassure and guide them in extremely challenging times.

The PIP Unit is an experienced and agile responder, sending out critical information to affected residents through a variety of channels. Each situation is different, and requires a nimble, flexible, tailored approach to best reach people, during the earthquakes for example, a lack of power and access meant using tactics such as printed information on the back of water trucks.

We are also key to engaging with the public and providing information when we are in recovery. Relationships made and cemented during times of crisis prove invaluable during recovery and in “normal times”. Our aim with every event is to build on our social capital which strengthens our resilience. At all times we inform communities how to be prepared for natural hazards and build public capacity for problem solving.

We are moving to digital first communications, which allows us to reach people more quickly than traditional print. Our online news channel, *Newsline*, is constantly updated and content shared through a variety of digital channels including Facebook, Instagram, electronic newsletters to targeted communities (such as *Our Future Together* newsletter to the Muslim community and community board newsletters) and text alerts. We have significantly grown our reach into the community and the reach of our digital channels continues to increase. We also have strong relationships with the media who in times of crisis publish or broadcast emergency information for us.

## 5. Specify Levels of Service

LOS number	C/ <sup>1</sup> M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
<b>External Communications, Marketing &amp; Design</b>										
4.1.10.1	C	We 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.	2020 Annual Residents' Survey 61% residents satisfied council communications are timely, accurate and relevant – increased 2% on previous year's result of 59%.	Auckland Council: Availability of information – 2017 Goal 31% Actual 30%  Awareness of services – 2017 Goal 44% Actual 48%	67% of residents are satisfied that our communications , marketing and engagement activities are effective, helpful, and relevant.	67% of residents are satisfied that our communications , marketing and engagement activities are effective, helpful, and relevant.	67% of residents are satisfied that our communications , marketing and engagement activities are effective, helpful, and relevant.	67% of residents are satisfied that our communications , marketing and engagement activities are effective, helpful, and relevant.	Annual Residents Survey	Active Participati on in Civic Life
4.1.10.2	M	Manage, adapt and grow our channels. These are the many ways we reach and engage with people – web sites, emails, newsletters and social media.	2020 Unit Baseline: Newline 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)		5% 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.	Active Participati on in Civic Life

<sup>1</sup> C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
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.	2020 Unit Baseline: Web translation into 14 languages.		Web content maintained in 14 diverse languages.	Web accessibility standards	Active Participation in Civic Life, Valuing the voices of all cultures and ages (including children),			
4.1.10.6	M	We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all.	2020 Unit Baseline: 90% of communications material is checked against brand guidelines.	Minimum of 90% of communications material is accessible – checked against brand guidelines.	Minimum of 90% of communications material is accessible – checked against brand guidelines.	Minimum of 90% of communications material is accessible – checked against brand guidelines.	Minimum of 90% of communications material is accessible – checked against brand guidelines.	Minimum of 90% of communications material is accessible – checked against brand guidelines.	Brand guidelines followed Tone of Voice guidelines Quality control – percentage of jobs signed-off	Active Participation in Civic Life, Valuing the voices of all cultures and ages (including children),
<b>News, Media Liaison &amp; Information</b>										
4.1.12.2	C	We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities,	2018/19: 95% 2017/18: 90% 2016/17: 100% 2015/16: Achieved	We respond to approximately 5,000 media enquiries each year.	90% response rate to all media calls within 24 hours, 7 days a week.	90% response rate to all media calls within 24 hours, 7 days a week.	90% response rate to all media calls within 24 hours, 7 days a week.	90% response rate to all media calls within 24 hours, 7 days a week.	Respond to all media calls within 24 hours, 7 days a week. Wrike media tracking system.	Active Participation in Civic Life

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		decisions and opportunities to participate.								
4.1.12.5	C	We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate.	2018/19: 95% 2017/18: 90% 2016/17: 100% 2015/16: Achieved		80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after hours support).	80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after hours support).	80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after hours support).	80% of social media enquiries are responded to within two hours during office hours (Citizens & Customer Services provide after hours support).	Sprout social analytics	Active Participation in Civic Life
<b>Consultation &amp; Engagement</b>										
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.	Current consultation policy and processes are in accordance with LGA consultation principles		Council's consultations are implemented in accordance with the principles of the LGA. 100%	Council's consultations are implemented in accordance with the principles of the LGA. 100%	Council's consultations are implemented in accordance with the principles of the LGA. 100%	Council's consultations are implemented in accordance with the principles of the LGA. 100%	100% of Council consultation processes comply with LGA requirements (s82-87).	Active Participation in Civic Life
4.1.9	C	We provide advice and support in community engagement, and consultation planning and delivery, to teams across the	Residents' Survey 2019/20:26% 2018/19: 39% 2017/18: 28% 2016/17: 41% 2015/16: 38% 2014/15: 45%	Auckland Council: Proportion of residents who feel they have opportunities have their say – June 2019	Percentage of residents who feel they can participate in and contribute to Council	Percentage of residents who feel they can participate in and contribute to Council decision-making.	Percentage of residents who feel they can participate in and contribute to Council decision-making.	Percentage of residents who feel they can participate in and contribute to Council decision-making.	Annual Residents' Survey – percentage of residents who feel they can participate in and contribute to Council decision-making.	Active Participation in Civic Life

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
		organisation and to Elected Members		Goal 50% Actual 36%	decision-making. 41%	Previous year plus 1%	Previous year plus 1%	Previous year plus 1%		
<b>Internal Communications</b>										
4.1.14.1	M	Develop and implement internal communications that reach our staff, and are meaningful and effective.	Overall internal comms satisfaction results from 2014/15 to 2019. Average is 57% satisfaction. 2014/15 – 48.66% 2016 – 47.43% 2017 – 64.42% 2018 – 68.89% 2019 – 55.45% 2020 – 86%	Gatehouse Global Communications benchmark: 2018 – 69%	At least 60% of staff satisfied with internal communications	Previous year plus 1% of staff satisfied with internal communications	Previous year plus 1% of staff satisfied with internal communications	Previous year plus 1% of staff satisfied with internal communications	Annual Staff Internal Communications survey.	Internal Service
4.1.14.6	M	We work through the Office of the CE and/or Governance Managers to provide elected members with relevant, up-to-date, resident-focused information that they can share with their communities.	Not previously measured		60% of elected members and Governance Managers satisfied with content, format and tone of information.	Previous year plus 1% of elected members and Governance Managers satisfied with content, format and tone of information.	Previous year plus 1% of elected members and Governance Managers satisfied with content, format and tone of information.	Previous year plus 1% of elected members and Governance Managers satisfied with content, format and tone of information.	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.	Internal Service

## 6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No Section 17A Service Delivery Review for this activity in this planning period.

## 7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Activity/ Level of Service	Change from 2018-28 LTP	Reason	Options for consultation
<b>DELETIONS</b>			
4.1.11.1 (4.1.11) Provide advice and leadership in community engagement and consultation planning and delivery Target: Community consultation occurs for all projects / issues of high significance or as directed by Council	Delete	Replaced by 4.1.5.1	No specific need for community consultation.
4.1.11.2 Provide advice and leadership in community engagement and consultation planning and delivery Target: 95%	Delete		
4.1.11.3 Provide advice and leadership in community engagement and consultation planning and delivery Target: Implement a dedicated youth engagement strategy in conjunction with a youth intern from the Christchurch Youth Council	Delete		
4.1.10.3 Activity includes preparation and distribution of material about the Council and city via channels including print, web, social media, digital news channel, CCC.govt.nz, project specific and area Target: All Community Boards are supported with communications advice and appropriate templates to share as they see fit with their communities.	Delete	Production of community board newsletters is now part of our operation.	No specific need for community consultation.
4.1.14 Develop and implement internal communications that are effective for elected members and staff. Target: Communications plans are produced and implemented for all relevant internal organisational projects: 100%	Delete	Replaced by 4.1.14.1 and 4.1.14.6 which address employee and elected member satisfaction around internal communications.	No specific need for community consultation.

Activity/ Level of Service	Change from 2018-28 LTP	Reason	Options for consultation
<b>NEW</b>			
<p>4.1.10.2 Manage, adapt and grow our channels. These are the many ways we reach and engage with people – web sites, emails, newsletters and social media. We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. Target: 5% growth in followers, subscribers, reach, conversion and engagement – across all of our digital channels.</p>	New	Analytics are maintained of our channel reach.	Management measure, no need for community consultation
<p>4.1.10.5 Manage, adapt and grow our channels. These are the many ways we reach and engage with people – web sites, emails, newsletters and social media. We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. Target: Web content maintained in 14 diverse languages.</p>	New	A measure is needed around the accessibility of our information	Management measure, no need for community consultation
<p>4.1.10.6 Manage, adapt and grow our channels. These are the many ways we reach and engage with people – web sites, emails, newsletters and social media. We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. We provide timely, accurate and relevant external communications, marketing and engagement activities to support diversity and inclusion, and equal access for all. Target: Minimum of 90% of communications material is accessible – checked against brand guidelines.</p>	New	Improving the Council’s tone of voice so that our information is easy to understand and jargon free is the driver for this measure.	Management measure, no need for community consultation
<p>4.1.12.5 We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate. Target: 80% of social media enquiries are responded to within two hours during office hours, and under four hours outside office hours.</p>	New	We are moving to digital first – to be effective with our social media we need to respond immediately.	No need for community consultation
<p>4.1.10.1 We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate. Target: 67% of residents are satisfied that our communications, marketing and engagement activities are timely, accurate and relevant.</p>	New Utilises level of service number previously on a different level of service (now 4.1.12.2)	Track resident satisfaction with communications.	No need for community consultation.
<p>4.1.14.1 Develop and implement internal communications that reach our staff, and are meaningful and effective. Target: At least 60% of staff satisfied with internal communications.</p>	New	We are a large organisation – we need to communicate effectively with our staff	Management measure, no need for community consultation

Activity/ Level of Service	Change from 2018-28 LTP	Reason	Options for consultation
4.1.14.6 We work through the Office of the CE and/or Governance Managers to provide elected members with relevant, up-to-date, resident-focused information that they can share with their communities. Target: 60% of elected members and Governance Managers satisfied with content, format and tone of information.	New	It is important elected members are first to know information.	Management measure, no need for community consultation
4.1.9 We provide advice and support in community engagement, and consultation planning and delivery, to teams across the organisation and to elected members. Target: Percentage of residents who feel they can participate in and contribute to Council decision-making. 41%	New / Re-instatement of LTP 2015 measure	This is a democracy level of service.	No need for community consultation
<b>AMENDMENTS</b>			
4.1.5.1 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%	4.1.11 (4.1.5.1) Provide advice and leadership in community engagement and consultation planning and delivery Target: Community consultation occurs for all projects / issues of high significance or as directed by Council	References Local Government Act	No need for community consultation
4.1.12.2 We provide timely, accurate and relevant external communications, marketing and engagement activities to ensure residents have information about Council services, events, activities, decisions and opportunities to participate. Target: 90% response rate to all media calls within 24 hours, 7 days a week.	4.1.10.1 Provide external communications, marketing and engagement that are timely, relevant, accessible and cost effective, and that appeal to all citizens - regardless of age, ethnicity, location etc Target: 90% (Respond to all media calls within 24 hours, 7 days a week.)	Small changes in goal wording but intent remains the same. A numbering change from 4.1.10.1 to 4.1.12.2.	No need for community consultation

## 8. How will the assets be managed to deliver the services?

No Asset Management Plan for this activity.

## 9. What financial resources are needed?

<b>Public Information &amp; Participation</b>											
<b>000's</b>	<b>Annual Plan 2020/21</b>	<b>LTP 2021/22</b>	<b>LTP 2022/23</b>	<b>LTP 2023/24</b>	<b>LTP 2024/25</b>	<b>LTP 2025/26</b>	<b>LTP 2026/27</b>	<b>LTP 2027/28</b>	<b>LTP 2028/29</b>	<b>LTP 2029/30</b>	<b>LTP 2030/31</b>
<i>Activity Costs before Overheads by Service</i>											
Consultation & Engagement	925	728	640	657	672	688	704	722	741	761	781
External Comms, Marketing & Design	2,201	2,305	2,309	2,370	2,423	2,482	2,540	2,604	2,675	2,747	2,818
Internal Communications	115	96	97	99	102	104	108	110	113	116	119
	<b>3,240</b>	<b>3,128</b>	<b>3,046</b>	<b>3,126</b>	<b>3,197</b>	<b>3,274</b>	<b>3,352</b>	<b>3,436</b>	<b>3,529</b>	<b>3,624</b>	<b>3,718</b>
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	133	94	96	99	99	102	104	107	110	113	116
Direct Maintenance Costs	2	2	2	2	2	2	2	2	2	3	3
Staff and Contract Personnel Costs	3,034	2,968	2,882	2,958	3,026	3,099	3,173	3,253	3,340	3,431	3,520
Other Activity Costs	72	65	66	67	69	71	72	74	76	78	80
	<b>3,240</b>	<b>3,128</b>	<b>3,046</b>	<b>3,126</b>	<b>3,197</b>	<b>3,274</b>	<b>3,352</b>	<b>3,436</b>	<b>3,529</b>	<b>3,624</b>	<b>3,718</b>
<b>Activity Costs before Overheads</b>	<b>3,240</b>	<b>3,128</b>	<b>3,046</b>	<b>3,126</b>	<b>3,197</b>	<b>3,274</b>	<b>3,352</b>	<b>3,436</b>	<b>3,529</b>	<b>3,624</b>	<b>3,718</b>
Overheads, Indirect and Other Costs	3,048	3,016	3,074	3,108	3,202	3,308	3,416	3,497	3,601	3,676	3,767
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Cost</b>	<b>6,289</b>	<b>6,144</b>	<b>6,120</b>	<b>6,234</b>	<b>6,399</b>	<b>6,581</b>	<b>6,768</b>	<b>6,933</b>	<b>7,130</b>	<b>7,300</b>	<b>7,485</b>
<b>Net Cost of Service</b>	<b>6,289</b>	<b>6,144</b>	<b>6,120</b>	<b>6,234</b>	<b>6,399</b>	<b>6,581</b>	<b>6,768</b>	<b>6,933</b>	<b>7,130</b>	<b>7,300</b>	<b>7,485</b>
<b>Funding Percentages:</b>											
Rates	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Fees and Charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## Funding Consideration

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

## Funding Policy

### Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
-	<b>Low</b>	<b>Low</b>	-

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

Where an Activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

### Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>n/a</b>	<b>High</b>	• <b>n/a</b>	• <b>General Rates (High)</b>

## 10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

No capital programme for this activity.

## 11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

Negative Effect	Mitigation
<b>Social</b>	
Increasing move to digital due to environmental concerns could exclude people who do not have digital access.	We continue to consider our audiences and how they access information, and adapt our communications to meet their needs. While some material will be printed, we'll make good use of channels such as community newsletters and papers to reach people.
<b>Economic</b>	
<b>Environmental</b>	
<b>Cultural</b>	

## 12. What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
Increased frequency of Civil Defence and Emergency response-type events such as COVID-19.	Build capability across the PIP Unit to provide Public Information Management support for Civil Defence emergencies and other emergency responses such as boil water, flooding events, and pandemics. Utilise Council's Newline channel – where residents and media can access up-to-date information and stay connected.

Risk	Planned Controls and Mitigation
Adequate resourcing for new technologies to meet the rapidly evolving world of communications. For example, text alerts, cloud based software, direct marketing, automation and e-commerce systems.	Collaborate with our business partners such as IT and Citizen and Customer Services to improve the user experience across all of the Council's services. Explore working partnerships with private sector entities who specialise in these technologies.
To make long lasting behaviour change with the public, campaigns, such as reducing kerbside contamination, or visiting a facility need to be ongoing and budgeted over the long-term.	Work with our business partners to identify the key issues that have the biggest impact on the business and use data to develop effective campaigns. We'll help our business partners to plan ongoing marketing and communications that have impact and get results.
Budget constraints due to the impact of COVID-19 – need to do more with less.	All communications, marketing and engagement activity has a focus on sustainability and cost effectiveness. We manage multiple channels to get messages to the right people at the right time. This increases our reach into the community – we're communicating directly with our residents.
Business units from across the organisation allocate, hold and control marketing budgets for projects/programmes/activities. This can result in a disproportionate marketing budgets for some projects/programmes/activities, duplication, wastage and timing issues.	A centralised marketing/communications budget will ensure strategic oversight of what needs to be marketed, to what extent, when, how and to whom. We'll work with our business partners to identify the key issues that have the biggest impact on the business and use data to develop effective campaigns. We'll help our business partners to plan ongoing marketing and communications that have impact and get results.
We're often in the reactive space with urgent requests coming into the Unit, which means less time and resource available to plan and develop proactive communications/marketing/engagement.	Develop an annual schedule of work for key programmes/projects and strategic priorities.
Residents' finding out information, for the first time, from media.	Media strategy developed and implemented. Grow our Newsline channel audience – more people hearing from us first hand. Growth across all of our channels including e-newsletters, social media and web – direct and targeted communications, more people hearing from us first hand.
Public engagement/consultation – we engage with the public on multiples issues throughout the year. There is a risk that the public is "over consulted" and does not know what is important for them to be involved in. This will result	To avoid "consultation fatigue", we must be very clear about what engagement/consultations are a priority, and how they can be better packaged and presented to our communities.  We intend to explore and develop a new approach to community engagement that takes a holistic view of our communities – we need to listen and find out what's important to them, their street, neighbourhood,

Risk	Planned Controls and Mitigation
<p>in losing public interest in participating in the consultation process.</p> <p>Our Unit's resources are primarily focused on consultation rather than community engagement – where we give residents a voice and opportunity to shape their city by having early dialogue about the problems we're trying to solve and the choices people can make.</p>	<p>community and city. This involves regular and meaningful dialogue about the 'real choices' they can make – what's coming up, what's on horizon and what's longer-term, and importantly, what can change as a result of providing feedback.</p> <p>Youth Engagement Strategy.</p> <p>Engagement Strategy for the organisation.</p>
<p>The communications environment is rapidly changing. COVID-19 has seen the demise of traditional forms of communications such as print publications, and the rise of on-line communications. The risk is not having the tools and technology to be as effective as we need to be.</p> <p>There is a risk that if we do not keep abreast of this environment, our residents will not receive the information they require about the Council.</p>	<p>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>We manage multiple channels to get messages to the right people at the right time. This increases our reach into the community – we're communicating directly with our residents.</p> <p>Council's Newline channel and e-newsletter – stories that cover key decisions and projects, as well as news and events about the exciting things they can see, learn and experience.</p> <p>The information we present is free of jargon, easy to understand and resident-focused.</p> <p>We'll work with other areas of the business that have a focus on customer to improve the customer journey and experience.</p>
<p>Lack of public trust and confidence in the Council.</p>	<p>The ongoing implementation of the Council's new Identity and Tone of Voice throughout the organisation will help ensure residents' are:</p> <ul style="list-style-type: none"> <li>• Communicated with, more often, on the things they want to know about</li> <li>• Feel listened to, and feel they have been heard</li> <li>• Have trust and confidence in what we do</li> </ul> <p>Ensure key projects and strategic priorities are adequately resourced with communications, marketing and engagement support.</p>
<p>Publics' loss of faith that they are being listened to and can influence decision making – 2020 Residents' survey results.</p>	<p>Continue to develop systems, processes and relationships to enhance the way we engage and consult with the public.</p> <ul style="list-style-type: none"> <li>• Review how and what we're consulting on – real choices.</li> <li>• A new online submission/feedback system which helps reduce the risk of procedure errors.</li> </ul>

Risk	Planned Controls and Mitigation
	<ul style="list-style-type: none"> <li>• Ensure we understand people – who we want to reach, and with what.</li> <li>• Ensure we understand process – making it easy for people to be heard, what we do with feedback/submissions; and how we report back not only to submitters, but communities.</li> <li>• Consultation material is resident-focused – accurate, relevant and timely.</li> </ul>
<p>The Council not reaching its diverse communities.</p>	<p>Providing translation of the Council website into 14 languages so people have access to information about all the services and activities the Council provides its residents. This translation service is currently receiving an average of 480 hits per month. We'll continue to champion access and inclusion for all, as detailed in our Multicultural Strategy.</p> <p><i>Our Future Together</i> multi-agency newsletter to connect with our Muslim community and organisations.</p>
<p>Everyone in the organisation has a role to play in communicating with residents – ensuring queries are answered and people feel listened to, valued and respected.</p>	<p>The ongoing implementation of the Council's Communications Strategy. We've placed a renewed focus on our staff – everyone has a part to play, we all need to be aware of our role as communicators. Our communications strategy enables all staff to confidently and consistently communicate – so every staff member is a good communicator that understands the part they play in building the Council's reputation and identity.</p> <p>Our new Identity and Tone of Voice helps us better connect with our citizens. We've already taken hundreds of people through the tone of voice training, and we want to build on this so everyone can play a role in delivering a better customer experience and help shift current perceptions of the Council.</p> <p>We're developing templates and style guides to support our staff when they write letters, plan presentations – any time they connect with people. We'll also help them identify things that might be a reputation 'risk' for the organisation, and know what to do about it.</p> <p>Ensuring Tone of Voice material is included in staff induction.</p>