

Activity 13.6: Public Affairs Internal Service

Accountable Manager: Lydia Aydon

What services are provided?

Marketing

- Marketing strategy, advice, planning, production and delivery, Council Brand

Consultation

- Advice and support to ensure a planned and consistent approach to consultation across the organisation

Communications

- External Communications – inform and engage the Christchurch community about Council, services, decisions and opportunities to participate
- Internal Communications – ensure staff and elected members are informed about Council activities and decisions.
- Co-ordinate, plan and manage communication to/from all Media
- Advise, plan, develop and implement communications plans for specific projects.

Why do we provide these services?

The above services are provided as a 'shared service' to the organisation to support the marketing, communications and consultation requirements of all services and activities delivered to our customers, planned programmes, projects and strategies. In response to the recommendation of the Communications Audit, June 2012, Public Affairs will review the processes of the shared service to ensure the Group is in the best position to drive the communications-related activities of the organisation. While the Audit found that the Group was effectively communicating the activities and services of the Council, it suggested that an over-arching strategy was required to better inform and engage with residents over decision-making and big issues. The Group will continue to deliver public information services for Council activities, but moving forward will look to manage resourcing, largely through prioritisation of projects, in order to put a greater emphasis on the communication of Council decision-making and issues of key significance to the community. This will rely not just on the efforts of the Public Affairs Group, but also require the support of other Units within the organisation and elected members.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<i>Public Affairs services support the delivery of Council activities and services to the community, and thus contribute to all community outcomes.</i>	
<p>People have the information and skills to enable them to participate in society</p> <p> The Council's goals and activities are clearly communicated to the community</p> <p>Decisions take account of community views</p> <p>Maori have opportunities and the capacity to contribute to decision-making processes</p> <p>Statutory obligations are met by the Council</p>	<p><i>By providing current and accessible Council information, people know about and understand Council goals, decision-making processes, its services, programmes and events, enabling them to take part in community life.</i></p> <p><i>By working more closely with communities and engaging residents in Council decision-making and activities, the Council improves its reputation among stakeholders and the wider community.</i></p> <p><i>By following a consistent framework for consultation processes that complies with legislative requirements, the views of Maori and the community are sought on matters affecting them and are taken into account in Council decision-making.</i></p>
<p>Which group or section of the community will benefit from this activity?:</p> <p>External: Residents, visitors, ratepayers, media, Central Government Politicians, key stakeholders (community and business groups), Government Agencies, other TLAs, Regional Council. All business units that undertake public consultation; and elected members who receive the results of consultation.</p> <p>Internal: Elected members, Council business units, all staff, CCHL companies</p>	
<p>Key legislation:</p> <ul style="list-style-type: none"> • Local Government Act 2002 	

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Marketing strategy, advice, planning, production and delivery, Council Brand					
13.6.1 Provide effective marketing advice and develop and implement marketing strategies and plans as a shared service for the organisation.	Annual evaluation of service shows a satisfaction with internal services of: 2011/12 89% 2008/09 86.4%		13.6.1.1 At least 80% satisfaction with internal service provided across key projects and an annual evaluation of service. 13.6.1.2 At least 95% internal customers satisfied or very satisfied with the joint marketing / communication plans	To enable the delivery Units of Council to meet their Targets for level of service, effective marketing support is required e.g. Kerbside recycling, Facilities Rebuild.	Accepted
Consultation					
13.6.2 Provide advice and support to ensure a planned and consistent approach to consultation across the organisation.	2011/12 Staff Perceptions Survey shows 53% of internal staff are satisfied or more than satisfied with services provided by Consultation Team.	Internal customers are satisfied or very satisfied with the advice and support they receive from the Consultation Team.	13.6.2.1 At least 80% internal customers satisfied or very satisfied with the services provided by the consultation team 13.6.2.2 Advice is provided to council management which fulfills statutory obligations regarding consultation 13.6.2.3 85% of targets are met for each Community Engagement project (Targets are agreed at the beginning of each project, including number of stakeholders to be reached and estimated number of attendees at forums.)	The Consultation Team supports effective consultation by advising Units how, and when, to engage effectively with the community. This work supports the Public Participation in Democratic Processes Activity Management Plan 4.1 <i>The Community Engagement Strategy was presented to Council on 28 March 2013. This outlined a plan for improved engagement in the community and with key stakeholders, including the introduction of regular community forums and direct community engagement. Additional funding of \$69,000 was approved by the Council to support this initiative.</i>	<i>Put on hold Dec 4 2012, pending approval of Community Engagement Strategy.</i>

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External Communications – inform the Christchurch community about Council, services, decisions and opportunities to participate					
<p>13.6.3 Provide external communications that are timely, relevant, accurate and cost effective.</p>	<p>Social media (Twitter, Facebook, Tumblr etc) used to interact with community.</p> <p>Council website provides online information about services and Council decisions.</p> <p>Produce "Our Christchurch" publications.</p> <p>Columns for the Mayor as negotiated with media and other organisations</p> <p style="text-align: center;">New</p> <p>Residents are satisfied that Council communications are timely, relevant and accurate: 2011/12: 66% 2010/11: 57% 2009/10: 65%</p>	<p>Auckland Council Our Auckland - Mini – magazine Delivered to more than 535,000 homes each month. Has 13 local versions Supplemented by a weekly e-newsletter focused on events.</p> <p>Wellington City Council Our Wellington - weekly guide to the city in Dominion Post every Tuesday for 50 weeks of the year.</p> <p>Dunedin City Council CityTalk - quarterly magazine featuring articles about Council business.</p> <p>Hamilton City Council City News - four page pull-out in Hamilton Press in the last week of each month.</p>	<p>13.6.3.2 Post at least 80 social media interactions a month.</p> <p>13.6.3.3 CRAC Committee working party review of online communication tools results in improvement of ALGIM ranking, from 68 of 74 in 2012, to within the top half of the rankings, in 2013/14, and ongoing</p> <p>13.6.3.4 Produce Our Christchurch newsletter quarterly.</p> <p>13.6.3.5 Place Our Christchurch news pages monthly in The Press, The Star and Mainland Press.</p> <p>13.6.3.6 Live stream two Council meetings per month, from in 2013/14.</p> <p>13.6.3.1 At least 65% of residents are satisfied that Council communications are timely, relevant and accurate</p>	<p>The Unit keeps residents informed about services and decisions through measures outlined in this Plan.</p> <p>The Communications Audit resulted in a number of recommendations for improved communication. The Communication Unit will be responsible for:</p> <ul style="list-style-type: none"> •Preparing a communication strategy based on the a new Council vision. •An engagement strategy to improve communication with residents and stakeholders. •Developing combined marketing and communications plans for activities and services. •Improving media response times by streamlining sign-off. <p>The Unit supports delivery of Democracy Services LOS 4.0.1 / 4.0.2 / 4.0.8 / 4.0.9 through:</p> <ul style="list-style-type: none"> •Plans to live stream Council meetings. Implementation cost range is \$44K to \$64K. Ongoing support cost range is \$64K to \$86K. •Publicise Council decisions on web, social media and media. •Introduction of actions in response to Communications Audit. •Greater interaction with the community through regular forums. •Improved communication of big picture issues and decision making through direct contact, media and online tools. 	Accepted

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Internal Communications – ensure staff and elected members are informed about Council activities					
<p>13.6.4 Develop and implement internal communications that are effective for staff and elected members</p>	<p>The 2012 staff Engagement Survey shows 61% of staff believe the organisation uses effective systems for communications with staff. 2010/11: not surveyed 2009/10: 66% 2008/09: 59%</p> <p>These include:</p> <p>Monthly Chat publication one per month, 10 per year</p> <p>Daily intranet.</p> <p>All staff email. CEO's weekly note to staff.</p> <p>Snapshot to elected members</p> <p>Council Update-monthly update on projects to elected members.</p> <p>Project related briefs and memos identified as part of communications planning</p>	<p>The internal communication systems used by council are consistent with those of other NZ local bodies.</p>	<p>13.6.4.1 At least 65% of staff satisfied with internal communications (per Engagement Survey)</p> <p>13.6.4.2 Produce Chat publication -10 editions per year</p> <p>13.6.4.3 Post intranet updates - daily</p> <p>13.6.4.4 Send all staff email – at least one per week from CEO</p> <p>13.6.4.5 Send Council Snapshot to elected members – one per week</p> <p>13.6.4.6 Send Council Update (update on projects to elected members) – at least one per month</p>	<p>It is widely recognised that when an organisation focuses on its internal communication processes, the benefits include increased staff engagement and motivation at all levels within that organisation. Our own Engagement Survey shows communications within the business is a key aspect for employees to ensure they feel valued, informed and consulted.</p> <p>The Internal communication tools used by the Communications Unit rated highly in the council communications Audit June 2012.</p>	Accepted

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Coordinate, plan and management communications to/from the media					
13.6.5 Provide media with information about Council	Issue media releases, prepare perspective articles, hold media briefings, respond to all media calls within 24 hours.	Media information systems used are consistent with other NZ local bodies.	Issue media releases, prepare perspective articles, hold media briefings, respond to 90% of media calls within 24 hours.	Christchurch media put high focus on Council. We are required to be open and transparent. We target the Council's media releasing, pitching stories at different levels of media.	<i>Examine feasibility of texting Councillors, to notify of out going media releases.</i>
13.6.6 Ensure that all staff who are likely to represent the Council in the media receive training	2011/12 Six media training courses a year – 8 to 10 people each course.	Little information about internal providers of media training.	Run four media training courses per year	Staff who front the media should be well equipped to do so. Unit provides for \$50 a person to cover cost of television cameraman. A reduction in the LOS is proposed as there is no longer the high demand for the service – when introduced, no managers were trained. Training, beyond any demand for refreshers, is now limited to new managers and spokespeople. Six as a level of service was introduced at the beginning of the training process. Existing managers have now received training.	<i>Accepted</i>
13.6.7 Identify all issues that could impact on the Council's reputation.	2011/12 Communications plans developed around all major issues Weekly review of reputational issues. Daily media monitoring and monthly analysis	It is good business practice. council has a good business model.	13.6.7.1 Develop plans for all identified communication risks 13.6.7.2 Provide relevant stakeholders with advice and recommendations based on the plans	It is important that Council is aware of any issue that could impact on its reputation and takes appropriate action to manage these issues.	<i>Consider additional LOS for media-based Official Information Act requests – percent on time, costs, topics, as a report to Council.</i> <i>Response: Visibility of the number and topics of OIA requests is now being reported via the monthly Council Update (from the CEO).</i>

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Advise, plan, develop and implement communications plans					
13.6.8 Provide effective communications advice and implement communications plan as a shared service for the organisation.	2012 Staff Perceptions Survey Result shows 80% of staff were satisfied or very satisfied with corporate internal communications channels	Internal customers are satisfied or very satisfied with the advice and support they receive from the Communications Unit	At least 95% internal customers satisfied or very satisfied with the joint marketing / communication plans	The Communication Unit supports effective communications by advising business units on how to communicate effectively with the community. Our role is to provide information on Council projects and initiatives and to manage media relationships.	<i>Accepted</i>