WAIMAKARIRI
DISTRICT COUNCIL

Communications & Engagement
Strategy and Framework Document

Communications & Engagement | Adopted December 2019

Contents

"You've got to know your audience and what they want to hear, and how they want to hear it. It is not about how I want to communicate, but rather how people want to receive a message.

"Just because I have something to say and I yell at the top of my voice, doesn't mean anyone will really hear my message. To be heard, know your audience and calculate how you communicate.

"Saying it in the way you want to, and no one hearing you, is not success. Being heard is success."

Wendy Clark – DDB Worldwide Communications Group

Introduction

This Communications and Engagement Strategy and Framework Document represents a statement of the strategic direction for Waimakariri District Council communication and engagement objectives and how they are to be achieved.

This includes a background on the process to date and research which has informed the framework.

The framework is supported by Communications, Engagement and Digital strategies examining different initiatives with accompanying action plans and requirements for improvement.

Good communication builds a bridge between the Council and all residents. Benefits include:

- Aiding in building a positive reputation
- Supports and strengthens stakeholder relationships
- Generates community involvement
- Demonstrates community support
- Increases customer satisfaction
- Grows understanding of the role and limitations of the Council
- Reducing costs and increasing coordination through projects
- Improving staff morale and job satisfaction
- Empowering more people in our community to take a leadership role in the future of Waimakariri.

If we are to maintain public faith in our Council we need to be accountable, responsive, and engage in genuine two-way communication so residents feel like they have been listened to – this will grow public participation.

Background

The 2017 Council Mark and Local Government New Zealand (LGNZ) independent assessment report identified Waimakariri District Council as requiring a media and communications strategy as well as a needing to further develop digital capability – so more business can be done online and more communication can be delivered through social media.

This identification was then developed into an objective and put into the Organisational Development (OD) action plan – 2018/19:

Digital communications framework and database

Objective:
To provide a framework of approach and preferred actions to more effectively communicate digitally with our internal and external community.

Actions:
- Create a working group to lead this initiative
- Determine an approach and programme for upgrading out Intranet and enhance internal communications through it
- Prepare an external digital communications strategy document that sets out a programme to "future proof" the Council from anticipated disruptive change in the media and leverages our current strengths and investment communications.

It was also further detailed as needing improvement in the 2019/2020 OD action plan:

	Objective:
Intranet and Website Redevelopment	• To redevelop and implement a new intranet. • To review and reconfigure the overall structure and function of the Council's main website, in light of other improvements such as developing e-services and improved e-engagement. **Actions:** • Teams and super-users develop intranet pages for each unit. • Staff become accustomed to using the intranet as an authoritative information repository. • Reconfigure the 'information architecture' and navigation structure of our external website, taking a 'user-centered' design. • Developing the role of content custodians within business units from among Super Users.

Scope and Vision

This Communications and Engagement Strategy and Framework Document relates to the activity undertaken by the Communications and Engagement team on behalf of different Waimakariri District Council working groups and departments.

It aligns with the action points identified in the OD project as well as Tā mātou mauri principles/the Council's vision.

Tā mātou mauri
Our principles

Our purpose	*To make Waimakariri a great place to be, in partnership with our communities.*
Our vision	*We are a respectful, progressive team delivering value for our customers.*
Our values	*We will...* *Act with integrity, honesty and trust* — *Keep you informed* *Do better every day* — *Take responsibility* — *Work with you and each other*
Our customer promise	*We will be professional, approachable and solutions-focused.*

It is also closely aligned with the Communications and Engagement Team Business Plan which provides a high level overview of the team's aspirations along with guiding principles and tasks to be achieved.

Our business plan guides the work of the team and helps other staff and councillors have an understanding of:

- The goals and tactics that support the development, implementation and monitoring of Communication and Engagement's work programme
- Communications and Engagement initiatives that provide opportunities for improvement
- Where the Communications and Engagement Unit sits and interacts with other Council plans, departments, projects and initiatives.

This Communication and Engagement Framework document will expand on the team plan and identify and articulate a programme which aims to future proof communication and engagement with the community from anticipated disruptive change.

Executive Summary

Research shows the Council communicates well when it comes to providing quality content. Residents are generally satisfied with how we communicate with them today, but this is changing and we need to do better with digital communications in particular.

We know that our content, when undertaken with a genuine desire to engage, reaches our target markets and is well read. But we need to be more innovative and responsive in the way we deliver our messages and obtain feedback on what we plan to do, or risk losing the ability to connect with our community.

When looking to connect with a community there are essentially two building blocks for success:

1. The message – this includes your pitch, hook and call to action
2. The medium – the channels and tools you use to communicate and drive engagement.

Each building block needs to be thought out and have a measureable return metric so you know when you are hitting the right mark or your message is leading to 'conversion'. Conversion is not 'PR' or 'advertising', these are merely tools to elicit action, conversion is a measureable account which shows you have achieved awareness, understanding and engagement with your audience/community.

At the moment our Council is doing the first aspect well. But it doesn't matter if your message is fantastically crafted if no one hears it. We have a low level of awareness of our engagement methods and opportunities.

We need to change our internal processes so we can build more integrated communication channels that have measureable metrics which we can use to track awareness, connection and engagement.

Technology has changed how people consume information and how it is distributed – they expect it to be relevant, accurate, hook them in, delivered, timely and to be able to share their thoughts on the topic.

At the moment our Communications and Engagement function isn't resourced to adapt and change our communication technology or information distribution methods to meet how our residents are increasingly consuming media and prefer to engage.

This in turn exposes us to a high level of risk that we aren't positioned to adapt to new technology and media consumption patterns – resulting in lower levels of confidence and engagement.

As detailed in the research and analysis section of this document we are at risk of falling behind if we do not appropriately respond through changes to Communications and Engagement activity. An example of this can be seen through our continued slide in ALGIM rankings in the past two years due in a large part to inaction and inattention.

Our communications and engagement model at the moment isn't integrated across channels and we need to increase our resourcing so we are in a position to manage end-to-end marketing communication campaigns and in turn improve engagement across the spectrum.

We have a traditional reliance and structure which supports individuals to make print communication decisions without oversight which in turn will stymie any decisions to align and integrate communication and engagement activity.

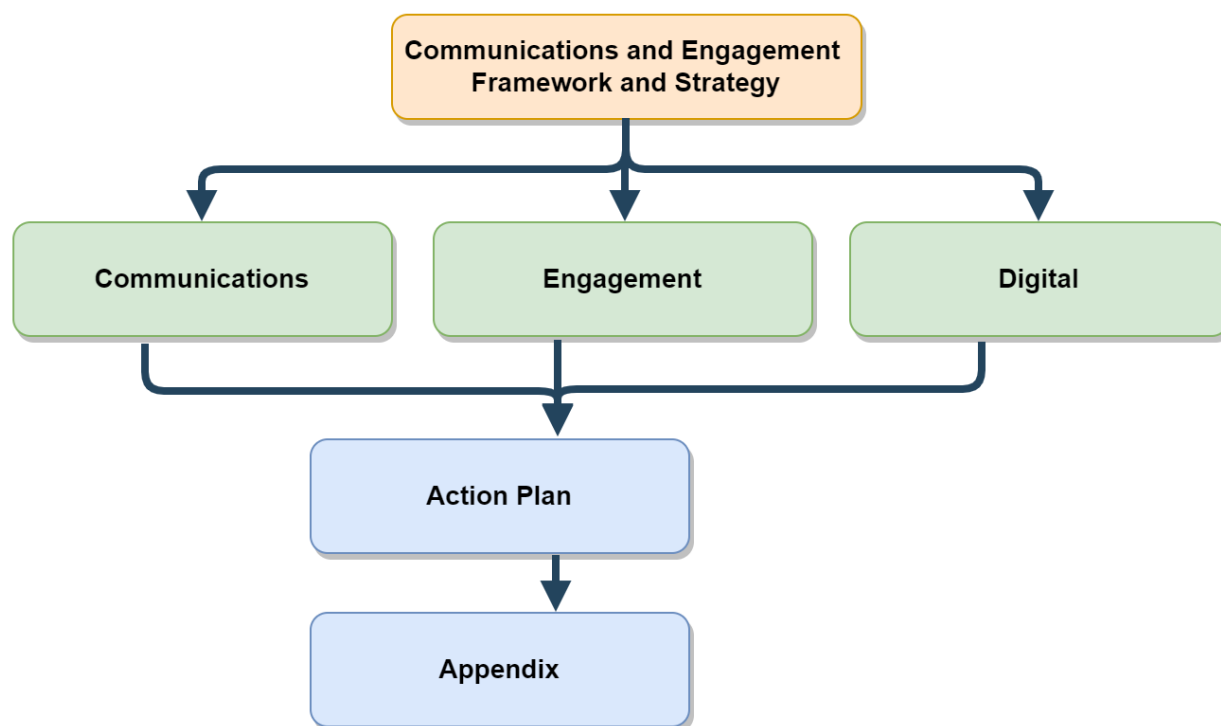Integrated marketing communication campaigns are used uniformly across the marketing and communication industry.

As print communication locally is under threat, we need to make changes to our internal process so we are in a position to begin to align our communications across channels (starting with print and moving into digital) and undertake integrated marketing communication campaigns which build and grow digital channels we manage.

Until we start integrating our activity we will not be working in the most effective way possible, for our internal stakeholders, residents or ourselves, and until we address this we won't be in the best position to effectively engage with residents.

In examining the Communications and Engagement practices, looking at external reviews of our level of service, and discussing scope for growth internally, there were a lot of common themes identified.

Broadly these can be broken down by topic into Communications, Engagement and Digital work streams.

How this document will work is summarised below:

Each focus area has a background, strategy and number of recommendations attached to this. At a high level these are detailed below:

Communications

- External communications strategy - ***proposed***
- Internal communication strategy - ***proposed***
- Improve graphic design resourcing - ***proposed***
- Policy: Communications and Media Policy, Communications and Media Procedures, Social Media – ***drafted***
- Policy: Brand Policy and Crisis Communications Plan - ***drafted***

Engagement

- Engagement strategy - ***proposed***
- Growth in tools and channels - ***proposed***
- Promotion of engagement guidelines and methods- ***development area***
- Policy: Significance and Engagement Policy - ***review***

Digital

- Digital strategy - ***proposed***
- Growth in online budget to allow for continuous improvement - ***proposed***

- Additional communication tools - ***proposed***

This document details how by addressing the above points we will change our communication and engagement model into one which best serves our stakeholders, residents, and results in a more resilient model for Waimakariri District Council in the face of media disruption. It will also provide a platform for Communications and Engagement to add more value to the Council's various departments and projects.

These actions are all seen as being required to stop our Council losing ground between the communication and engagement expectations of our residents and our C&E practice as reflected in external reviews and our own investigations.

The action plan addresses resourcing gaps and highlights the growth required to provide a professional level of communication and engagement service.

Research and Analysis

The research and analysis in this section is intended as an introduction to the operating environment for the Communications and Engagement unit. More detail in each metric and report is given during the background for the individual Communications, Engagement and Digital strategies.

2017 Council Mark Recommendation

In October 2017 Council Mark undertook an independent assessment report as part of the local government excellence programme.

While the report took a holistic approach to Waimakariri District Council's overall performance, it did identify a number of Communication and Engagement specific items.

Strengths included:

- The relationship with Maori is one of trust, built through active engagement and changes in behaviour
- Extensive community engagement, with support and leadership from the Mayor and Chief Executive
- The Council puts considerable effort into making face-to-face contact, particularly in emergency situations.

Areas for improvement included:

- Need for a media and communications strategy
- Website identified as needing a refresh
- A requirement to develop digital capability, so that more of its business can be transacted online and more of its communication can be delivered through text, emails, social media etc.

The Council's face-to-face engagement and communication is very good, and its relationship with Māori/Iwi is excellent. However, more comprehensive communication and media strategies are needed, particularly in the use of social media and other digital communication.

The summary grading relating to Communication and Engagement was that it was performing well but was behind the performance of other departments.

2018 and 2019 ALGIM Web Audit

The ALGIM Web Audit is a council self-assessment website survey-snapshot of the sector.

In 2017 Waimakariri District Council were ranked 7th, in 2018 we slipped to 28th and in 2019 we slipped further in rankings to 65th.

Rankings primarily cover:

1. Accessibility check of each Council website – 30%
2. Usability Standards check – 15%
3. Website functionality and online services – 25%
4. Best Practice in content provision and presentation   – 30%

The Audit's most useful and holistic metric to measure overall performance from a customer point of view is the E Government Pillar.

This examines availability of information, communication, availability of online transactions (this upgrade is underway and led by BATS), integration with other digital tools and engagement through online participation.

Waimakariri District Council E-Government pillars overall score for 2018 is **70.83%**

Waimakariri District Council ranked highly for Communication functionality.

Your council website has the top five communication functionality graphed below. In addition, your council website also has communication tools such as MailChimp, Website's own toolset and Blogs (any on website).

Areas for improvement identified included community engagement functionality where we are lacking in options for the public to engage and be heard by the Council.

Your council website offers two of the most popular engagement functionality i. e. Online engagement/Customer feedback (e.g. forms, polls and surveys) and Online Submissions.

Other councils also offer Online Citizen Panel, Online Consultation (e.g. discussions forums – not formal submission process), specific consultation website for LTP, E-petitions, online service request, Engagement HQ and Yammer (staff engagement).

2018 Engagement Functionality Offered on Websites

Note: The ALGIM survey focuses primarily on functionality, and doesn't include uptake of certain channels or customer experience.

2016 Customer Satisfaction Survey

This three yearly customer survey has always asked questions regarding the source people find Council information from and their satisfaction with the quality of information given.

In 2016 the survey showed newspapers are most often replied upon as sources of information about the Council's activities and services, followed by information leaflets, Council's website, Annual Planning, Council's Facebook page and Council Twitter.

The inference from the survey information is limited by the question asked – it asks where people access Council information (which we already know by the placement of our information there) as opposed to where and how they would like to (which can inform better service).

In fact this point is made through data in the 2019 Audience Survey which found the relationship between frequency of use of media forms and their perceived usefulness is at odds with the desires our community has for new digital channels.

However, it is still useful to show that there is a demand for print advertising:

Frequency of Household use of Information Sources about the Council's Activities and Services 2016

	Often	Sometimes	Infrequently	Not at all	Do not receive	No response
Northern Outlook	60.91	22.84	4.73	2.67	3.09	5.76
North Canterbury News	56.58	23.25	6.17	4.53	3.7	5.76
Kaiapoi Advocate	20.16	9.47	4.32	18.52	34.77	12.55
Information leaflets	11.52	29.63	21.19	15.64	11.73	10.29
Council Website	9.47	23.05	23.66	24.49	8.23	11.11
Annual or LTP	4.12	17.9	21.4	28.19	15.43	12.96
Council Facebook	3.7	7.41	6.58	56.58	14.2	11.52
Council Twitter	0.82	0.62	3.29	64.4	18.52	12.35

What is useful however is the metric around satisfaction of information:

Satisfaction (%) with the Quality of Information that the Council makes available

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	No Opinion / No response
Rangiora-Ashley	12.26	65.09	5.66	1.42	15.56
Kaiapoi-Woodend	12.50	59.87	5.26	1.32	21.06
Oxford-Ohoka	8.20	60.66	9.02	2.46	19.67
District	11.32	62.35	6.38	1.65	18.31

This shows that our residents are generally satisfied with the content they are receiving – which is important when you consider audience cut through, engagement, information requiring a 'hook' for readers which are all barriers identified as causing disengagement.

2019 Audience Survey

While external recommendations are useful it's also important to use localised evidence to inform and develop an engaging Communications and Engagement Framework.

Use of data will help make sure our communication to residents is correctly framed, targeted and engaging for our audience. To this end in early 2019 we undertook an audience survey. Details are below:

- Over 300 residents were surveyed in early 2019 - 100 face to face interviews, 200 online
- Findings have a **confidence level of 95%**
- Demographics covered differing ages, genders, life stages, where people live and whether or not they are property owners.

Key Insights
Overall:

1. There is a relationship between frequency of use of media forms and their perceived usefulness. Newspapers, the Council website, letterbox items and flyers and leaflets, mobile billboards and word of mouth are considered most useful *at present*.
2. Electronic information, especially email based, and targeted printed material would help people to be better informed.
3. Just over half of respondents use the Council website at present, and opportunities exist to increase its use.

4. For critical information, there was a desire for digital communication channels to be created. In order of preference this was emergency text alerts, emails, Council website alerts, radio alerts, and direct-to-phone communication.
5. For more general information, community newspapers, Council website and emails, including a Council emailed newsletter were the most desired.
6. Most residents consider it important to know what the Council is doing, including about specific activities. But, perceptions of possible information delivery indicate the Council falls short in terms of satisfaction with how the Council communicates.
7. Residents identified opportunities to improve communications in a number of ways, including making sure a communication is relevant, sufficient, concise, accurate, consistent, timely, complete and transparent.
8. While most feel some level of connection with the community and find it easy to access information and be aware of what is going on, others do not.
9. In terms of engagement with Council, there are opportunities to improve engagement and people's perception of being at the forefront of Council decisions, as well as their ability to be heard, to be able to feedback information and to contribute ideas and suggestions towards Council changes. These opportunities need to be considered within the context that the Council will have to be proactive in making this a reality as interest, for example in attending Council meetings to get to know the Council better, is limited – especially with younger demographics.
10. Residents consider it to be the Councils responsibility to communicate with them rather than vice versa.
11. From a credibility perspective, there is also a need to improve perceptions of all parts of Council working together to achieve its purpose and vision.

Frequency Source Council Information

WAIMAKARIRI
DISTRICT COUNCIL

Q. How frequently do you get information about what the Council is doing in the District from…?

- Do not use
- Less often than once a month
- More often than once a month
- More often than once every two weeks
- More often than once a week

More than once a month

	Do not use	Less often than once a month	More often than once a month	More often than once every two weeks	More often than once a week	More than once a month
Newspapers Northern Outlook in general	23	16	17	25	20	61
Northern Outlook Council page	36	16	15	20	14	48
North Canterbury News	31	12	17	25	14	57
Other community newspapers	53	14	12	12	9	33
Mobile billboards with road works/event info.	26	40	20	10	5	35
On Street Posters	48	36	11	4	1	15
Council building tv news screens	86	10	1	1	1	3
Word of Mouth Word of mouth	31	35	17	11	6	34

Q. How frequently do you get information about what the Council is doing in the District from…?

Legend:
- Do not use (orange)
- Less often than once a month (yellow)
- More often than once a month (light blue)
- More often than once every two weeks (medium blue)
- More often than once a week (dark blue)

More than once a month

Electronic

Channel	Do not use	Less often than once a month	More often than once a month	More often than once every two weeks	More often than once a week	More than once a month
Council Facebook	68	13	7	6	6	19
Neighbourly	61	22	9	4	4	16
Council website	45	39	12	3	1	16
Visit Waimakariri website	56	28	9	4	2	15
Waimakariri Community Facebook page(s)	78	9	4	6	4	14
Library website	79	12	5	2	2	9
Library Facebook page	92	5	1	1	1	3

Other

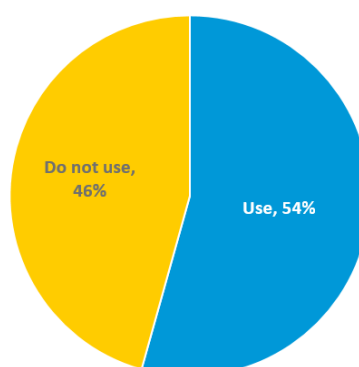| Channel	Do not use	Less often than once a month	More often than once a month	More often than once every two weeks	More often than once a week	More than once a month
Other	92	4	1	1	1	3

Communication channels:

1. The print communication channels we use are considered accessible, useful and pitched appropriately
2. **31% however would like direct digital communication** – with a majority favouring an e-newsletter or text message alerts for critical information.
3. The immediacy of digital communication channels provide would work well with targeted information, or getting a message out immediately. The desire for this was generally across demographics.
4. **54% use the Waimakariri District Council website** – primarily those with a family and who own their own home. People tend to go to our site to look up works/services and perform a function. They find information easily.

Use of Council Website

WAIMAKARIRI DISTRICT COUNCIL

Q. Do you use the Waimakariri District Council website?

- Do not use, 46%
- Use, 54%

Engagement:

1. There is **low awareness of our online engagement/submission pages** Let's Talk.
   a. **83% hadn't heard of this** and
   b. 79% of those that have don't use it.
2. However, **82% believe it's important to know what the Council is doing** – this tends to focus on higher level changes such as growth, building, community information and development.
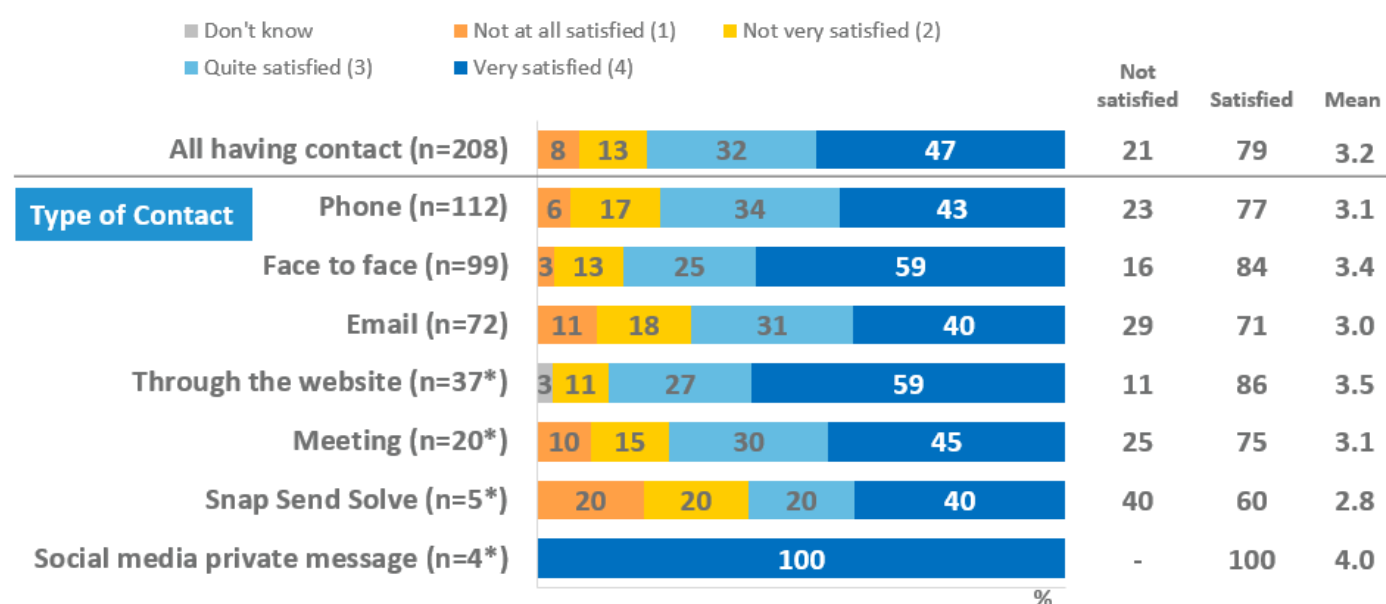
3. 28% don't agree that all parts of the Council work together to achieve the same vision and purpose. This disagreement leans towards those with a family, or an older audience with no dependants.
4. Respondents believe the Council is responsible for letting them know about changes in the District.
5. Younger audiences have little interest in physically attending Council meetings yet have the highest confidence in the Council.

The below slide is perhaps the best indicated for the direction we should take our communication and marketing activity. Despite having low levels of use, our digital channels result in the highest levels of customer satisfaction.

Satisfaction with Contact by Type of Contact

WAIMAKARIRI DISTRICT COUNCIL

Q. How satisfied are you with the contact you had with the Council?

Legend: ■ Don't know ■ Not at all satisfied (1) ■ Not very satisfied (2) ■ Quite satisfied (3) ■ Very satisfied (4)

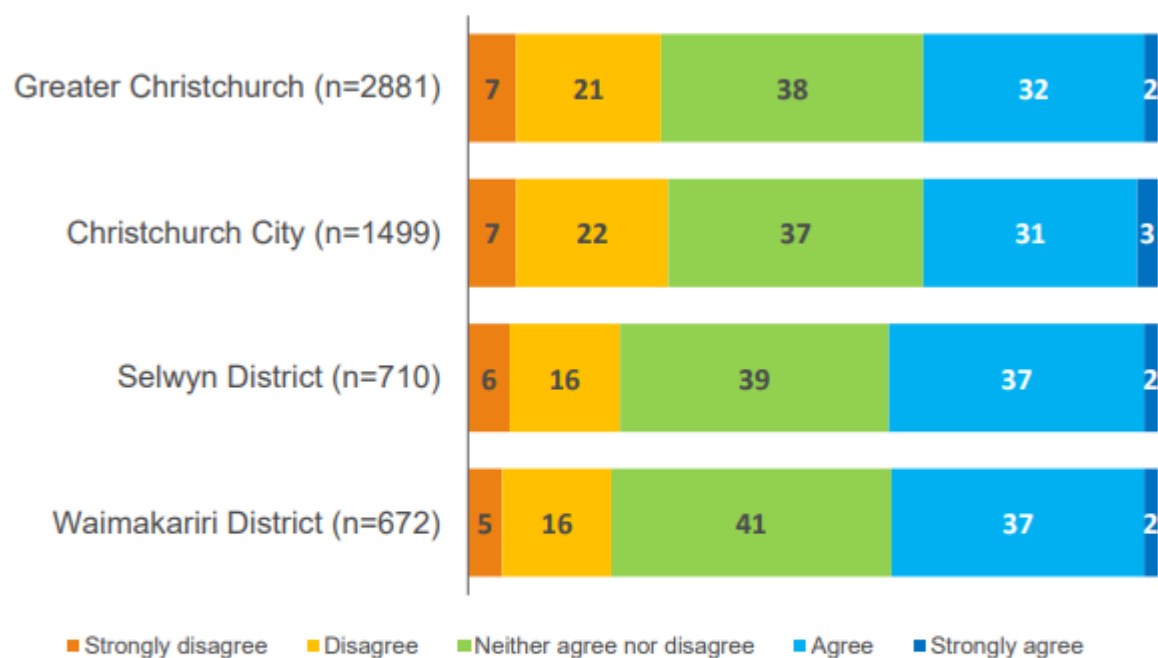| Type of Contact	Not at all satisfied (1)	Not very satisfied (2)	Quite satisfied (3)	Very satisfied (4)	Not satisfied	Satisfied	Mean
All having contact (n=208)	8	13	32	47	21	79	3.2
Phone (n=112)	6	17	34	43	23	77	3.1
Face to face (n=99)	3	13	25	59	16	84	3.4
Email (n=72)	11	18	31	40	29	71	3.0
Through the website (n=37*)	3	11	27	59	11	86	3.5
Meeting (n=20*)	10	15	30	45	25	75	3.1
Snap Send Solve (n=5*)	20	20	20	40	40	60	2.8
Social media private message (n=4*)				100	-	100	4.0

%

The full summary is available at 190709096731.

2018 Canterbury Wellbeing Survey

The eleventh Canterbury Wellbeing Survey of people in greater Christchurch has shown a continued upward trend across wellbeing metrics since the 2011 earthquakes.

Of particular interest to this framework and strategy document is the metric measuring confidence in central and local government decision marking.

Figure 11.1: Current result – Overall confidence in central and local government decisions by TLA (%)
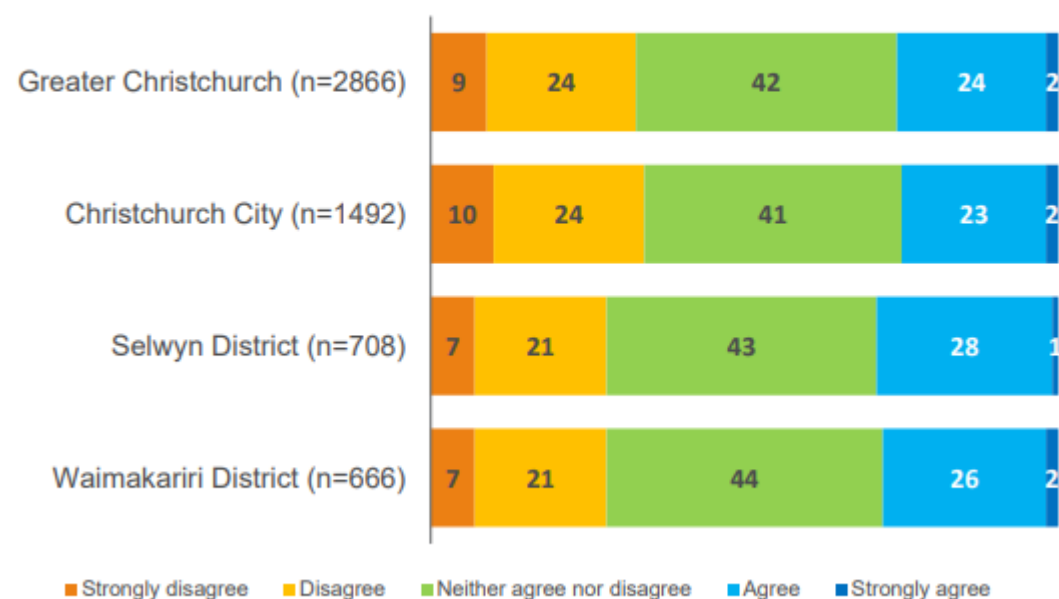

Base: All respondents, excluding not answered

Those more likely to <u>agree</u> they have confidence in **decision making** (34%) are:
- Of Pacific, Asian, or Indian ethnicity (44%)
- Those who rate their health as very good or excellent (44%)
- Those not living in the same district as they were at the time of the earthquake (42%).

Figure 11.4: Current result – Satisfaction with the opportunities the public has to have a say in what agencies do by TLA (%)

2019 Communication and Engagement Framework Working Group feedback and recommendations

As part of the project scoping Communications and Engagement created a working group to lead the framework initiative. Thirteen staff from various functions across the council, most with public-facing or engagement aspects involved in their roles, were invited to join the working group.

During an externally facilitated first meeting the group were asked to identify what aspects of Communication and Engagement were performing well and identify areas which need more resource or support.

Below is a summary of their feedback:

External Communications and Engagement	How can we improve?
	- Universal strong solution focussed customer service - Move from awareness raising to engagement (More detail shown through IAP2 spectrum) - The public face and integration with our residents – from service centres to public events - Use of video – more targeted - Celebrating success with our communities Opportunities? - Use of simple, easy to understand language that is engaging and relevant - Balance of communications methods to meet demands of whole of population - Need for communications team to grow for more support to be given - Forward planning linked to what our community what to know/what would be helpful to know - Development of engagement platforms to encourage participation rather than complaints.
Internal Communications and Engagement	Why is it important? - Broad spectrum of what communications and engagement means – different things to different people - Builds connections between and to colleagues and departments – building our culture - Is the most effective when it is up to date, informative, targeted, punchy, concise and correct

	• Mutually responsive with realistic expectations **What do we do well?** • We have a strong core of united people, positive attitudes and behaviours • Building the environment and culture **Biggest challenge?** • Coordination, framework and guidance for whole organisation • Building culture, understanding and shared awareness of the range of tools and how they are used **Opportunities?** • Establish level of expectation and accountability • New intranet platform and potential use of other tools • Communications and Engagement is responsibility of all of the organisation – how do we make this happen? • Use of the wide range of communication options we have now and in the future.
Other opportunities for improvement	**What key things do we need to think about?** • Communications and Engagement team as the centre of excellence • Consistency of branding • Clarify use of communications and engagement tools and platforms • Useful and helpful engagement takes time • Don't overload the community – consultation fatigue.

Throughout the drafting of this document this group met twice to discuss research and provide feedback.

2019 Focus Group Research

The next stage in direct-audience involved two focus groups made up of the quantitative survey respondents. These groups were made up of quantitative respondents and varied in terms of demographic by age, gender, life stage, social economic mix, ethnicity and media consumption.

The reason for undertaking the qualitative research was to gain a better understanding of the reasons behind certain behaviour.

Feedback which was shared across sessions showed:

- Desire for 'decision' and result information. This needs to be delivered with cut through to get people to read it
- 'I want to know about things important to me. Not what the Council thinks is important.'
- Satisfaction with information available on Council website
- Website users expect layout to be functional, search to work and to be able to complete their task quickly and efficiently
- Dissatisfaction with local government jargon – this is seen as turning people off
- Desire for engagement to be done online and promoted strongly through more communication channels. This is seen as more advantageous, but not replacing, in person engagement
- Low awareness of the ability to engage online but a genuine desire to do so
- In person engagement was seen as less effective
- Confusion as to why there are instances where information is in print online and not online.

Our audience want the Council to target them with information which is timely and relevant to them on an individual basis. While we have rough stakeholder groups we regularly use to achieve cut through to our residents we need to being segmenting them in terms of communities of location and interest.

When creating a marketing communications campaign – with the end goal being conversion through engagement in one shape or form – you tend to segment your target demographic in the following ways:

Socio-Demographic	Geographic	Lifestyle	Behavioral	Attitudinal
Age	Urban/rural/ peri-urban	Activities	Duration of behavior	Attitudes
Employment		Risk profile	Frequency of behavior	Beliefs
Status	Region	Socially connected or disconnected		Interests
Ethnicity	District	Social standing	Habits	Intentions
Gender	Hamlet		Salience of the behavior	Opinions
Family size	Neighborhood		Stage of change	Perception of social norms regarding behavior
Literacy			Use of technology	
Marital status				Perception of self-efficacy in performing behavior
Numeracy				Preferences
				Needs

By doing this on a campaign-basis we will end up engaging genuinely with the audiences we wish to connect with.

This request is something our residents want from the Council.

Doing this, and changing our targeting approach, will enable us to target messages which reach our desired audience and are read and engaged with. This in turn will be shown through our reporting metrics.

SWOT and PEST Author Analysis

As an organisation which is essentially comprised of a large number of different companies, all aligned and judged on the same brand, we all operate in the same environment. A SWOT and PEST analysis can help contextualise challenges in how you operate in line with changes to the political and working environment.

Strengths	Weaknesses
• Historically strong and joint leadership by Mayor and Chief Executive • Experienced and capable senior leadership team • Good ability to respond to crisis communication from C&E point of view • Values based organisation – good buy in • Muck in mentality across organisation • Some staff within org with strong engagement skills	• 'Marketing to everyone' approach is not effective • Reliance on single local print publications for external communication • Poor internal communication between groups/departments • Inconsistent application of brand and style • Communication and Engagement seen as a final 'add-on' to projects.
Opportunities	**Threats**
• Changing population/demographics of the District • Digitisation of services and communication channels	• The ability of small groups to generate 'fake news' and direct public discourse • Local newspapers fold while the Council is still reliant on these channels

• Growth in internal communications will help bring to life Tā mātou mauri principles and values • Self-publishing through communication channels • To tell our story more	• Silo mentality and lack of integrated planning of various groups and departments results in reactive communication • Change to Mayor and Chief Executive could alter direction of organisation • Businesses units operate in silos but are perceived externally as one

Political	Economic

• Local Election 2019 – new Mayor and Councillors
• Likely a rates rise caused by central government legislation is coming
   o Unknowns from Zero Carbon Bill
   o Unknowns from three waters review
   o Unknown central response to climate change and infrastructure funding
• Lack of understanding generally for role of local government – what change we affect/how we interact with central govt
	• Unknown implications as the result of central government legislation change
	• Expected recession in coming five years
	• Changes to insurance risk practices result in high levels of 'self-funding' insurance
	• Access to technology will no longer be cost prohibitive – information will be accessible and digital
	• Semi-rural economy

Socio-cultural	**Technological**
• Demand for instant information is becoming universal • Younger generation choosing not to engage in established processes – e.g. student groups protesting for climate change declarations • The district has a number of small communities, each with a commuter faction • Voter turnout decreasing • Strong population growth – expected to top 100,000 within 30 years.	• Customers expect to be able to complete services themselves online • Demand for personalisation will continue to grow • Artificial Intelligence will lead to information becoming universally accessible and useful • Public Relations finds itself in customer service trenches • The shelf life of news is shorter than ever, but always discoverable.

Our Core Business

Communications & Engagement Team		
Manager, Strategy & Engagement Simon Markham	**Communications and Engagement Manager** Alistair Gray	**Communications and Engagement Advisor** Nicola Hunt
		Communications and Engagement Advisor Karen Lindsay-Lees
		Communications Advisor – Media & Visual Daniel Huisman
		Communications Advisor – Digital Sara Matchett

Each member of the Communications and Engagement function has a portfolio attributed to their role while also undertaking generalist communications work.

This is by design as it is through having a 'generalist' lens that we are able to offer the best levels of customer service across the board.

- Alistair – Strategy, Comms Partnerships, Media Queries, Civil Defence
- Nicola – Utilities and Roading
- Karen – Community, Policy and Greenspace
- Daniel – Media and Visual, Civil Defence, Town Centre Plans
- Sara – Digital, Channel Management, Web development.

While this is an example of portfolio distribution large projects require input from the entire team.

Our mission

Build trust and confidence in the Council among the communities we serve through integrated strategies for communications and engagement across traditional and new media.

Our objectives

- Improve awareness of the services Council offers
- Elicit well informed and active community participation
- Increase understanding of Council's purpose and decisions
- Continue Council being a trusted voice in the community
- Establish the Communications & Engagement Team as trusted advisors within the Council.

Guiding principles:

1. **Promote** – significant projects and opportunities e.g. the Long Term Plan, Annual Plan and Council's work programme
2. **Relate** – create accurate, timely and audience appropriate communications and engagement material which targets residents
3. **Support** – staff and councillors in developing and maintaining efficient, open, honest and effective two- way relationships with our residents
4. **Protect** – protect, enhance and mitigate risks to Council's reputation.

Team Vision

We will be adaptable, creative and open to new ideas and ways of working. We recognise and respect our stakeholders.

Our Core Business

The Communication and Engagement team essentially provides the services of an in-house communications consultancy. Our core business activities include:

1. Corporate communication and marketing
    *   Lead maintenance and development of the Council's communication and engagement strategy – informed by research and analysis not limited to that mentioned earlier
    *   Deliver communications advice, services and assistance to different parts of the organisation. This includes writing communication and engagement strategies, plans engagement planning, media material etc.
    *   Communicate the organisation's strategic direction and actions to various external stakeholders
    *   Support the organisation in the delivery of documents, consultation material, advertising and other collateral
    *   Maintain preparedness and readiness for Public Information Management (PIM) services in the event of a Civil Defence emergency

2. Channel management
    *   Management and oversight of communication and engagement channels
    *   Develop an understanding of our community and their communication needs and preferences
    *   Effectively present Council information through audience-appropriate channels

3. Maintaining strong media relationships
    *   Maintain and protect the reputation of the Council as community leaders who represent the wishes of the public. This is through thoughtful and strategic media management and places marketing material
    *   Protect the reputation of the Council through proactive media management – this includes building trusting and cooperative relationships with media

4. Brand
    *   Educate internal stakeholders and staff about the strategic value of our brand
    *   Uphold of brand integrity and consistency of brand application

5. Consultation, engagement, community events
    *   Promote formal and informal consultation, engagement and feedback opportunities with identified stakeholders within the community
    *   Develop and understanding of our community, their engagement needs and preferences
    *   Assist departments to develop and deliver communication and engagement plans and facilitate Council's presence at community events
    *   Increasing the openness and transparency of engagement – making sure people know when and where to have their say and feel as though they've been heard.

Stakeholders

As mentioned earlier each operational project with a communication and engagement aspect required will have its own target audience separate from stakeholder lists.

Effectively identifying who this audience is, and tailoring your communication (language, format, tone, forum etc.) for them is the best way for your message to be heard. This is achieved through details set out in the Communication Strategy and through appropriate communication and engagement planning.

From a general point of view however, there are identified stakeholders the Council as an organisation regularly communicates and engages with:

Ratepayers	Residents	Customers	Elected Members
Community Groups	Industry Groups	Central Government	Council-funded organisations
Businesses	Media	Council staff	Future employees
Ngai Tūāhuriri and other Iwi	Youth, Seniors and other particular audiences	LGNZ/SOLGM/ALGIM	Local Government

As you quickly see through this stakeholder list the 'touch points' for Communications and Engagement is shared across all Council work programs.
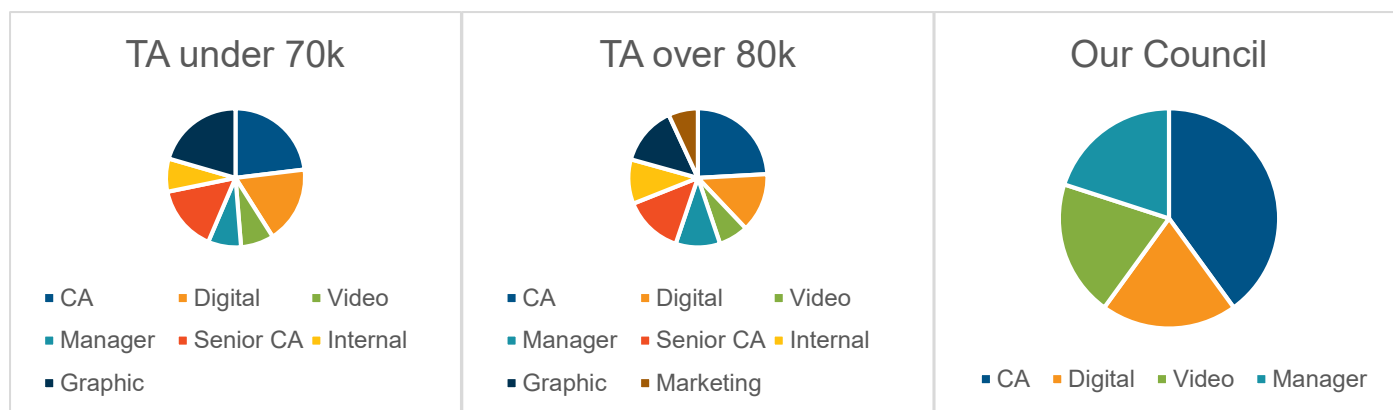
Our Investment in Communications and Engagement compared to other TAs

Our current/employed communications and engagement FTE is lower than smaller Councils with smaller population bases. Yet we are responsible for a higher workload as a growth Council and Greater Christchurch partner.

When compared to Council's with population bases currently smaller than ours, and those near our projected growth, their FTE numbers are higher.

	Southland	Waimakariri	Dunedin	Whangarei	Waipa	Nelson	Average
Population	100,000	62,000	130,000	78,000	54,000	52,000	79,000
Council staff	170	300	750	380	300	200	262
Comms staff	7	5	14	10	6	6	7.8
FTE %	4.1	1.6	1.8	2.6	2	3	2.5

Communications and Engagement makeup across TAs

TA under 70k — CA, Digital, Video, Manager, Senior CA, Internal, Graphic

TA over 80k — CA, Digital, Video, Manager, Senior CA, Internal, Graphic, Marketing

Our Council — CA, Digital, Video, Manager

Note:

Like other departments such as finance, engineering etc. regardless of the size of the Council the workload and expectations on a Communications and Engagement team are consistent across the sector. In short we still have the same base line of work to achieve but with less resources.

Differences:

- Structure – others have broader range of seniority, internal comms resource and in-dept. graphic design capability
- With regard to internal comms this is regularly a FTE or specifically allocated portfolio
- Most regularly outsource additional communication and engagement support to third-parties or agencies to maintain performance. We don't have the budget to allow for this – however, there are

two current instances (regen and DPR) where we have employed two temp resources. This isn't effective due to a conflict of interest and doesn't build our internal capability
- Additional digital resource is found in the Waipa, Dunedin, Whangarei and Nelson teams which is attributable to these councils excelling at digital communication (all sit above us in ALGIM rankings).

Our Budget

The Communication and Engagement budge covers overheads such as salary, shared services, professional development and the hosting costs of website.

Year	Budget	Actual	Variance
2014	452,516	427,097	25,419
2015	475,078	484,452	-9,374
2016	540,587	460,190	80,397
2017	666,300	681,855	-15,555
2018	713,803	665,388	48,415

It has little wiggle room for development, improvements, or promotion of Council's channels generally.

Regular newspaper advertising and graphic design budgets are covered under project budgets which removes our ability to negotiate better contracts with these core suppliers.

This information has been included as the recommendations made in this framework and strategy document require additional budgeting which is covered under the Summary of Recommended Actions.
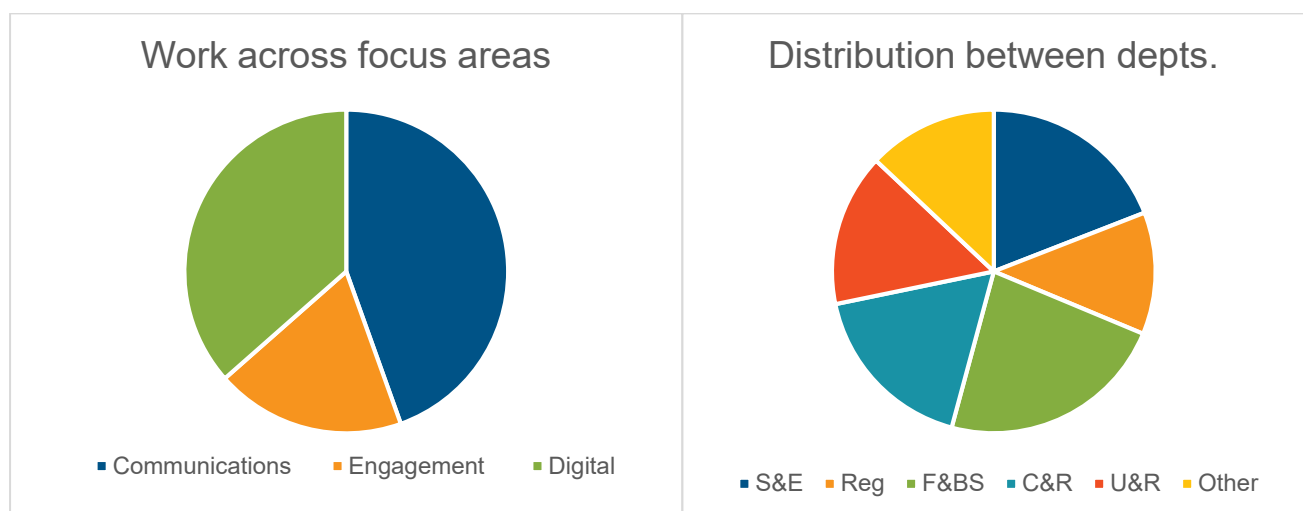
Current budgeting doesn't allow for additional work across any focus area to be undertaken.

Distribution of workload across Communications, Engagement and Digital work streams

The approximate distribution of workload across Communication, Engagement, and Digital work streams detailed below. This has been informed by each team member's email requests for service over the month of October 2019. While indicative of the month this is a fair representation of an annual workload and distribution for the team.

My time as unit manager is equally distributed across these work focus areas with a view to making continuous improvements, leading projects and the team, providing strategic advice to senior managers and politicians, managing media queries and improving partnership relationships.

For the purpose of this exercise Communications entails all aspects of client management as well as output production, Engagement includes deliverables where we are seeking feedback along the IAP2 metric from the public and Digital includes web development, updates and investigate work for new platforms.

Work across focus areas — Communications, Engagement, Digital

Distribution between depts. — S&E, Reg, F&BS, C&R, U&R, Other

The workload distribution accurately mirrors the JDs and focus areas of the team.

Generally speaking each team member is able to service internal clients who require help across the various work streams in line with their focus portfolio – i.e. Daniel, like all team members, will generally project manage all comms, engagement and digital aspects of a visual media request.

We do however have gaps in seniority and skill. Our ability to upskill internally is constrained by time.

This is due to an efficiency bottle neck caused by a poor internal graphic design resourcing and a lack of budget to outsource this work. This is encompassed by the 'client' management side of the Communications focus.

Instead of adding value to projects a significantly disproportionate amount of time is spent working with internal design resourcing to project manager all graphic design elements.

This limits the ability for team members to add further value to projects and push their own boundaries – which would result in better C&E service for our project owners and residents.

By growing our resource in-house we would have more efficient processes across the Council and add more value as communicators and engagers.

Until we address this bottleneck adding to the team in other resource areas (financial or human) is relatively futile due the amount of time managing our current in house design relationship currently consumes.

Furthermore, there is a gap in seniority across the team. This could be addressed by either developing or promoting an internal applicant, which is difficult due to inefficiency mentioned above, or by adding to our capacity to service internal customers by the appointment of a Communications Advisor.

In both instances, these recommendations would add to our in house capability and reduce a reliance on external contractors. It would also provide a vehicle for us to better service Council departments who are currently getting a low level of service such as Regulation and Community and Recreation.

Communications Strategy

Background and assessment

As a publicly-funded organisation communication is key to everything we do. The more our residents understand the value Waimakariri District Council delivers for and on their behalf their confidence in the organisation will grow.

Local government communication tends to have an inherent focus on reputation management through various media. This is usually a by-product of reactive communication practice – trying to influence the narrative after the fact.

Better use of proactive communication – the ability to set and determine the narrative – should lead to a reduction in this practice and ultimately better recognition, respect and understanding of Council's work programme by stakeholders.

Effective communication is when your audience and stakeholders understand your value and what you do and why on their behalf – the big picture reasons why you undertake certain actions or projects and how it makes their life better. This builds the organisation profile and reputation.

When your audience understand and have trust in you they are more likely to engage in an open, honest, two-way manner. This is the goal of any public organisation.

In a complex organisation such as a Council it is not possible for all facets of communication to be delivered by a unit. Every person in Council communicates every day and the actions we take influences and affects public faith in the Council.

Because of this we need to ensure all communication meets the goals in this strategy and is undertaken with a view to upholding them

This strategy will detail a number of goals:

- To maintain, protect and improve the reputation of the Council
- Be honest, open and transparent
- Connect with our communities
- Grow understanding of the Council's role and what change we can affect
- Increase two-way communication between the Council and stakeholders

Below are considerations which are relevant to this strategy.

Good Practice for Managing Public Communications by Local Authorities – Auditor General

Communication of information at public expense or in an official capacity always carries the risk of criticism. The commonest complaints (except for statutory notifications) are that a communication is unnecessary, unbalanced, or politically biased. The best defence to any complaint is that the communication meets acceptable standards.

The Auditor General guidelines take a high level review of what is required from a Council Communications function and aims:

- To ensure that Council communications resources are applied effectively and efficiently, and in a manner that produces good value for money;
- To ensure that those who are permitted to use Council communications facilities do so for legitimate purposes; and
- To promote appropriate standards of conduct by those who consume Council communications resources, or use Council facilities, or otherwise communicate on behalf of the Council.

These aims align with the goals previously mentioned.

A useful tool the guide provide is a series or principles for Council communicators to adhere to. These are:

Principle 1 - Legitimacy and justification
A Council can lawfully, and should, spend money on communications to meet a communities (or a section of a communities) justifiable need for information about the Council's role and activities.
Principle 2
Communications should be consistent with the purpose of local government and in the collective interests of the communities the Council serves.
Principle 3
Communications should comply with any applicable Council policies and guidelines as to process (including authorisation) and content.
Principle 4 - Collective position
Communications on Council policies and decisions should reflect the collective position of the Council.
Principle 5
Communications on Council business should always be clearly attributed to the Council as the publisher.
Principle 6 - Standards of communication
Factual and explanatory information should be presented in a way that is accurate, complete, fairly expressed, and politically neutral.
Principle 7 - Consultation and public debate
Communications about matters that are under consideration by the Council, or are otherwise a matter of public debate, should present the issues in an even-handed and non-partisan way.
Principle 8
If engaging in public debate with an interest group or a section of the community, a Council should use the news media (rather than a Council funded publication) and designated spokespersons (rather than professional communications advisers) unless there is a particular justification for not doing so.
Principle 9 - Communications by Members
If the Council's Communications Policy permits them, communications by Members of their personal perspective, views or opinions (as opposed to communication of Council matters in an official capacity) should: • be clearly identified as such; and • be confined to matters that are relevant to the role of local authorities.
Principle 10
Politically motivated criticism of another Member is unacceptable in any Council-funded communication by a Member.
Principle 11 - Members' personal profile
Care should be exercised in the use of Council resources for communications that are presented in such a way that they raise, or could have the effect of raising, a Member's personal profile in the community (or a section of the community). In permitting the use of its resources for such communications, the Council should consider equitable treatment among all Members.
Principle 12 - Communications in a pre-election period
A local authority must not promote, nor be perceived to promote, the re-election prospects of a sitting member. Therefore, the use of Council resources for re-election purposes is unacceptable and possibly unlawful.
Principle 13
A Council's communications policy should also recognise the risk that communications by or about Members, in their capacities as spokespersons for Council, during a pre-election period could result in the Member achieving electoral advantage at ratepayers' expense. The chief executive officer (or his or her delegate) should actively manage the risk in accordance with the relevant electoral law.

This strategy embraces these guidelines and principles.

Note: This guide is being withdrawn in 2020 due to this not being a core role of the Auditor General. However, the guidelines retain their inherent value and advice.

Behavioural Insights – Observatory of Public Sector Innovation (OPSI)

Most communication coming from the Council is calling for an action – be it to make a submission, read a project briefing, and attend an event, sign up for a new service or a notice to boil water for example.

As digital marketing continues to evolve, and personalisation becomes more targeted, the market for advertising will continue to get noisier.

Only businesses and brands that create human connections through the art of story will rise. This means that now more than ever, being a prolific writer and communicator is a core requirement for moving from communication to conversion.

As a Council we deal in, and ask feedback on, local decisions. Decisions tend to concern behaviour and in our communication we need to address the drivers of this behaviour.

Some quick examples are rubbish and recycling, nuisance and traffic.

When looking to address behavioural change, a reliance on regulatory and punitive language creates an inherent environment of conflict as opposed to collaboration. Humans are social animals and wired to favour collaboration.

An example of ineffective communication which is punitive and creates and encourages inherent conflict is:

> 'This is legal notice the contents of collection receptacles at 12 Beech Rd breach the Waste Minimisation Bylaw 2003. Further breaches will result in the removal of service.'
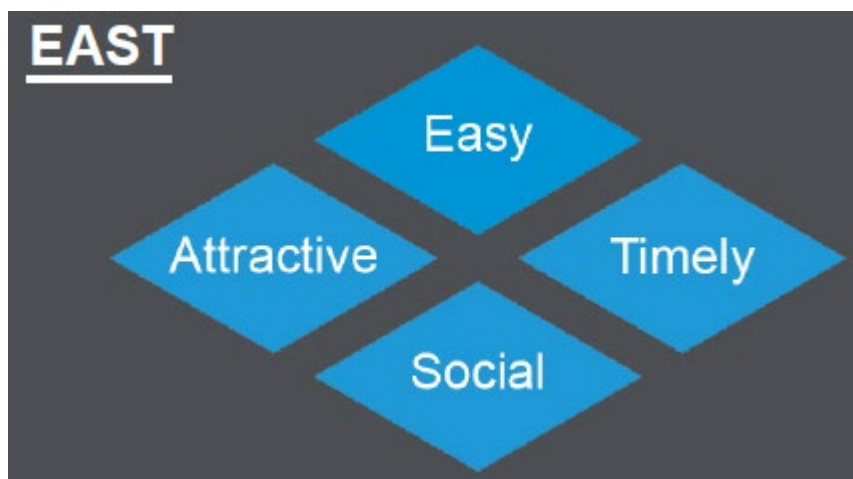
This is ineffective because it focuses on what is important to the organisation (regulation, enforcement) and completely ignores the fact this message will be read by a customer. It is unlikely this will result in a positive phone call, Council growing in the esteem of the reader, or behavioural change.

An example of effective communication that builds trust and encourages collaboration and behavioural change is:

> 'We noticed that you've been putting the wrong things in your bins. With the new service a lot of people are unsure about what goes where.

> 'But it's important to get right to make sure your rubbish, recycling and organic collections are picked up. So here's some info on what can go in which bin…'

This example uses EAST principles - the message is Easy, Attractive, Social and Timely.

By using language which is simple, easy to understand, removes conflict, avoids jargon, and creates a culture of cooperation/collaboration you are far more likely to incite behavioural change – which is at the core of our public communication.

This is why the message, narrative and language you use when communicating with stakeholders is of significance.

This has been a high level summary of the research driven Behavioural Insights project into how to elicit behavioural change through public communication. More information is available through OPSI.

2019 Audience Survey

Our audience survey resulted in the following results relating to our engagement platform and practice:

- The print communication channels we use are considered accessible, useful and pitched appropriately
- 31% however would like direct digital communication – with a majority favouring an e-newsletter or text message alerts for critical information.
- The immediacy of digital communication channels provide would work well with targeted information, or getting a message out immediately. The desire for this was generally across demographics.
- 54% use the Waimakariri District Council website – primarily those with a family and who own their own home. People tend to go to our site to look up works/services and perform a function. They find information easily.

External Communication

Goals:

- To maintain, protect and improve the reputation of the Council
- Be honest, open and transparent
- Connect with our communities
- Grow understanding of the Council's role and what change we can affect
- Increase two-way communication between the Council and stakeholders

To achieve these goals we need:

- Communication and engagement to be seen as part of project planning and management
- The team to be involved at an early stage in projects
- All departments to understand the focus on the 'end user' when communicating any message
- All staff to understand that they communicate on behalf of the Council – effective communication is not done by just the Comms and Engagement team, it is done by everyone.
- Methods and channels of communication to be reviewed regularly
- Investigate new methods, particularly digital channels and technology.

Current situation

Informing this approach is the [reduction and decline in media outlets](#) local to Waimakariri.

Communication to our stakeholders historically has been undertaken through print newspaper advertising or face to face meetings – this has not significantly changed in the last decade.

The 2019 Audience Survey highlighted that people do like this approach. This is likely due to the fact it is the primary method the Council uses to communicate with our residents.

What we can't do is continue relying on this method in the face of media decline and media change.

Over the last decade there has been significant disruption in the print media landscape – in 2018 Stuff/Fairfax NZ closed 28 community and rural newspapers as part of their strategy to centralise news.

Major news outlets such as TVNZ, Stuff and Radio NZ are also looking at potentially merging to make their businesses more profitable. Part of this move to profitability involves a model where journalistic performance is judged based on the web traffic their articles receive – the model creates an environment where 'click-bait journalism' becomes the norm.

It is likely that as advertising revenue for newspapers decreases more and more community and rural newspapers will close.

The decline in these traditional channels is due to the internet and availability of common digital publishing channels (such as websites, push notifications, e-news, social media, live-streaming video etc.) which has made it easier than ever for information to created, mass distributed, targeted and personalised.

These major publications/platforms have digital presences which aren't funded traditionally in a manner similar to a newspaper, and for this reason media companies are struggling to maintain audience share in line with revenue.

Where do we want to be?

Waimakariri District Council has started to develop self-publishing channels – through website content, social media and physical screens for example. Simply, these need to be further integrated and promoted as a transparent source of public truth for their value to be realised.

However, before we can create an integrated communication model Communications and Engagement needs to regain editorial oversight of communication channels.

Our primary problem area currently sits with the newspaper advertising page. Individual teams make uninformed editorial decisions and are enabled through budget structures to operate without any informed oversight.

This is both a budgeting and behavioural legacy issue.

Current unit behaviour within Waimakariri District Council has resulted in a 'let's put it in the paper' approach to communicating with residents – 9/10 times this is done without any oversight from Comms and Engagement.

Not only is this is at odds with basic marketing principles unfortunately the decision to do this has been ingrained into how departments operate.

Our Council wide spend for newspaper print advertising over the following years is detailed below:

Total Newspaper Advertising Spend since 2014				
2014	**2015**	**2016**	**2017**	**2018**
212,814.08	198,770.80	142,712.48	174,192.07	107,799.10

This spend is decreasing due to an increased reliance on digital channels, however, it's unlikely to drop below $100,000 will continue in an ad-hoc fashion until Council's non-project related advertising page is paid for under a Communication and Engagement budget code so there is an inherent requirement of oversight.

By products of this oversight include:

1. Less wasted money. Currently most of our community print advertising page has no strategy, audience identification, call to action or integration across channels

2. Measurability and accountability. Without integration across channels we have no way of knowing how effective, if effective at all, our activity is

3. Quality control. Editorial decisions for the Community Page are made by each individual unit, and content is supplied without input from anyone with a communications, marketing, or publication production background. Equally the graphic design is split between numerous resources in house and intervention through Fairfax's overseas designers. The end result is a mish-mash of content, design and quality which is applied without any strategic application or oversight.

4. A better experience for our audience. Our research shows that ads placed in the Community Noticeboard get less cut through than general news stories and result in lower levels of satisfaction than website content. To continue with this behaviour is illogical

While we have started to grow digital communication channels, without control of the print side of advertising we will be hindered when putting together integrated marketing campaigns which have calls to action which are measurable and give us data about our community.

Equally, this is an ineffective spend. We anticipate newspapers will continue to decline and in this transition period we need to leverage this medium in the most effective way to build user behaviour and promote channels we can manage.

Creating trust in Council channels takes time. The reason for pushing Council digital channels as legitimate, open and transparent is due to the double sided nature of self-publishing tools. They also benefit our stakeholders who wish to share a different perspective and provide a platform for disinformation to rapidly be shared.

To achieve this we need to:

1. Investigate and implement new digital channels such as e-newsletters, online alerts etc.
2. Promote through marketing/advertising these channels to enable organic cut through
3. Investigate more methods of audience targeting
4. Increase ease of use, and use of our website

These were all areas for improvement identified through the research phase as items that would aid public understanding about the Council, our work programme and how the public can get involved. Equally this speaks volumes about the quality of information our residents feel they receive from the community page.

To achieve the best results we need to integrate our communication so there is a consistent message regardless of channel. This will require us to both create 'new' or additional channels of communication as well as incorporate the Communication and Engagement function into project planning to ensure there is a degree of strategy to the application of advertising and marketing spend.

The primary way to achieve this is by the:

- Communication and engagement to be seen as part of the planning and management process
- The team to be involved at an early stage in projects
- Communications and Engagement to be enabled to have editorial oversight of our external communication and engagement channels. This will require a budget shift from one cost code into the C&E unit budget.

By doing this we will be in a position to move from a predominantly 'reactive' model of communication to an 'integrated' model where the message is well formed, timely, easy to understand communicated through the right channel and supported by other channels with further information. We will get cut through to the right audience.

Ultimately this means the professional advisory function of C&E has the ability to shape public communication and provide strategic input before decisions are made which don't benefit understanding of our projects, or our residents.

External communication channels we use now		
Channel	Improvements needed	Responsibility
Website – Carousel	Continuous fine-tuning. Addressed through future homepage refresh	C&E
Website – News story	Continuous fine-tuning	C&E w input from appropriate department
Website – Featured content	Continuous fine-tuning	C&E
Social media – post *This includes Council-wide Facebook, Twitter, YouTube and Neighbourly	Continuous fine-tuning. This includes auditing our channels for effectiveness and making changes in line with customer behaviour	C&E
Social media – video	Continuous fine-tuning	C&E w input from appropriate department
Social media – targeted advertising	Continuous fine-tuning	C&E
Radio - advertising	Continuous fine-tuning	C&E w input from appropriate departments
Radio – on air talk back	Increase usage	Spokesperson
Media releases	Align language with Style Guide to improve understanding and focus on customer experience	C&E w input from appropriate department
Media relations – contact with reporters	Continuous fine-tuning	C&E Manager
Weekly print media advertising – Northern Outlook page	We need to redesign this page to align with website content before creating integrated digital communication channels.	C&E w input from appropriate department. Current costs are approx. $30k pa for the page alone.

	Additionally, we need to renegotiate with the two print providers and share advertising across both publications. This will help protect us if one paper closes.	This is an inefficient spend with no reporting metric or detailed measurement of success other than newspaper readership. Recommended to increase spend and spread across both channels – incorporating print advertising with online ads on their digital platforms.
Flyers, brochures, pamphlets	Often ad-hoc. These need to be aligned with cross-channel campaign. Templates have been designed as part of Brand and Style Guidelines	C&E w input from appropriate department
Letterbox drop	Aligned with cross-channel campaign	C&E w input from appropriate department
Consultation documents	Aligned with cross-channel campaign	C&E w input from appropriate department
Community meetings/workshops	Aligned with cross-channel campaign – aligned with engagement objectives	C&E w input from appropriate department
Public/community meetings	N/A	C&E w input from appropriate department
Public activation	This is ad-hoc and would be determined through project planning stages	C&E w input from appropriate department
Events/shows	N/A	C&E w input from appropriate department
0800 number	Better alignment between teams	Customer Services
Physical signage	Need to use more. Aligned with cross-channel campaign	C&E w input from appropriate department
Digital screens – Council facilities	Templates created as part of Brand and Style Guidelines	C&E
Rangiora cinema advertising	Continuous fine-tuning	C&E w input from appropriate department
Chatter	N/A	Community Team

Recommended action

External Communications

1. Community Noticeboard is funded through on cost and coordinated through Communications and Engagement

As mentioned in the 'Where do we want to be' section on page 29 moving the funding of the Community Noticeboard to Communications and Engagement would require a 'cost shift' budgeting activity which will create a behavioural change with positive outcomes for all parties involved.

The risk of continuing the current pattern of behaviour is there will be continued misspent funds and advertising and marketing decisions made without any strategic oversight. Equally, there will be a growing disconnect between all other communications and engagement activity and this page.

Total Newspaper Advertising Spend since 2014				
2014	2015	2016	2017	2018

212,814.08	198,770.80	142,712.48	174,192.07	107,799.10

*Note – in 2018 more advertising moved online

While we have started to grow digital communication channels, without control of the print side of advertising we will be hindered when putting together integrated marketing campaigns pointing to our digital channels - which have calls to action that are measurable and give us data about our community.

Equally, this is an ineffective spend with no measureable return metric (excluding delivery numbers). We anticipate these publications will continue to decline and in this transition period we need to leverage this medium in the most effective way to build user behaviour and promote the digital channels we manage.

We are missing opportunities to incorporate print advertising with calls to action for these digital channels which would improve the self-publishing aspects of our website and other digital communication.

By moving the budget to C&E this will allow contract renegotiations with the Northern Outlook and North Canterbury News which better aligns with the direction we want to take community engagement in the Waimakariri District – integrating our activity to push our own digital channels.

Annually the Community Noticeboard itself costs a minimum of approx. $52,000 (based on $1000 per page) – approx. half of our annual print media spend. Do note more will be spent during a LTP year on during times when there are particular campaigns.

It's recommended we add shift the administration burden (currently the page is constructed by communications, designed by administration, measured by customer service, accounted and costed by accounts and then receipted back to project owners for approval weekly) to this figure and allocate it to the Communications and Engagement budget through on cost budgeting.

Following this both papers will be approached to pitch for the 'weekly' page which will be undertaken in an integrated fashion with digital communication channels and engagement events.

This in time will lead to a retreat from print advertising as and when audience survey information shows uptake of digital communication channels.

Priority of Investment - #2

Requirement: Cost shift from on-cost/project funding to shared service funding sitting in the Communications and Engagement budget.

Note - this is solely a cost-shift activity and its recommended this is changed from on cost to a shared service cost which would be comprised of our current spend in this area. Value is $50,000 which is slightly under half the total advertising spend.

This recommendation will enable the Council to renegotiate contracts with media partners/suppliers with an allocated budget.

It will also remove the large administrative burden of producing, administrating and internally costing the weekly page which is a significant time burden on various departments. A rough estimate is that this would take approx. 50 hours per year to administer payments internally alone.

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2. Employ a Graphic Designer

In 2019 the Communications and Engagement department updated the Brand and Style Guidelines following internal consultation with different working groups.

This project was an enabling project which would give the typing team basic criteria to align our branding activity and raise standards of quality.

This is one of the more detailed brand and style guidelines produced sitting at 137 pages with numerous template examples to follow. While we have seen a slight increase in design quality there is still a concerning level of variability and unpredictable outcomes – this is attributed to the staff not having a graphic design aspect in their background or job. There are also issues with the varying capability within the team.

Waimakariri District Council produces a number of documents each year which require a high level of graphic design capability.

For this reason having variable design quality for external communication and engagement material isn't desirable and at-times unprofessional.

To address this deficiency, build internal resource and better manage costs it's recommended a Graphic Designer role is established within the Communication and Engagement team.

Currently the Council spends the near equivalent of a Graphic Designer salary with Beck and Caul annually – more so in a LTP year. This is broken down below.

Beck & Caul Payments since September 2014 (Excl GST)			
2015	**2016**	**2017**	**2018**
81,989.84	118,331.00	44,203.8	47,110.2

These amounts are funded through various cost codes and on a case-by-case basis. However, greater budget management of the current Beck and Caul spend would provide an in-house resource which would grow capability within the organisation and provide a better service to the wider staff.

This is also in line with the resourcing of other Council Communications and Engagement units across the country as mentioned on page 23.

Scope and duties of this role

This role would undertake day-to-day external design requirements for the Council, oversee brand consistency and ensure a uniform application of our brand in external facing communication and engagement activity. The role would also assume responsibility for the in-house production and address the quality concerns in the first required action regarding the Community Noticeboard.

<div style="border:1px solid black">

Priority of Investment - #1

Requirement: Employ of a Graphic Designer within Communications and Engagement.

Note - This will be comprised of current spend to Beck and Caul. It has also been identified by the two previous C&E Managers as an area where resourcing would benefit the Council holistically.

Figures by Strategic Pay recommend a salary for a graphic designer of $80,000 – this includes costs to set up and shared services etc. The average Beck and Caul spend over the last four years is $72,908.71 which would require a top up of roughly $10,000 to fund this role and grow in house capacity.

Please note that during times of additional external campaigns, such as the LTP year (as evidenced in 2016) our spend with external graphic designers regularly exceeds a full time salary.

This would be a cost neutral resource, comprised of current spend to an external consultant, shifting from on-cost funding to shared service funding.

There would also be significant efficiency gains through a minimisation of both internal and external 'double handling', administrations and client management and a growth of internal capability.

As this resource would be of benefit to the entire Council and grow internal resourcing it's recommended this is funding through a growth of shared service funding.

</div>

3. Increase variety of external communications and add funding to future proof our audience reach

The biggest change required to deliver better communications and engagement activity is moving from a model of 'reactive' communication to an 'integrated' model.

This is something the Communications and Engagement function are currently pushing as a culture shift within the Council.

In practice this sees us moving from a 'reactive' or push message' communication style to an 'integrated' model which allows time to shape the message, tailor it for different audiences and make use of the channels available to us.

When we don't have enough time to add value to a civic engagement our Council misses out on an opportunity to build public trust.

However, to make the most of this move to an integrated model we need to increase our channels of communication – something which our residents expressed a strong desire for during the audience survey.

Our current communication practice, which has a reliance on print media, needs diversification – especially in light of likely disruption.

We will continue to use local print and radio media but in a more diverse manner (branching out from Northern Outlook advertising solely) while growing our capability as a self-publisher.

When negotiating these changes we will also require both publications to promote our self-publishing tools and/or syndicate our content onto their online platforms so we receive additional audience reach.

We will aim to have a primarily digital communication focus with traditional media as the backup.

This will require improvements to the website and information architecture (more detail in digital strategy), an alignment and restructure of social media channels, a user friendly and more effective engagement tool (more detail in engagement strategy) and ongoing and planned promotion of our channels.

This will increase the self-publishing capability of the Council.

By improving our self-publishing ability we reduce reliance on a declining local media while simultaneously growing our credibility and transparency with the community.

However, this requires budget to extend our reach, promote the channels we use and in turn grow organic reach.

When used as part of cross-platform Communication and Engagement planning the growth of these channels will lead to more direct cut through to identified audiences and less reliance on external and traditional media channels.

Future external communication channels		
Channel	Resource required	Responsibility/Requirements
Digital newsletter	Set up and integration/alignment with our website newsfeed. Frequency TBC	C&E. This will be project managed with Squiz to there is integration on the website – this will also tie into actions in the Digital Strategy. **Budgeted already.** For launch, integration and database subscription set up for Campaign Monitor.
Weekly print media Community Noticeboard North Canterbury News Norther Outlook	Bring design of this page in house, improve quality and integrate into comms and engagement planning. Share spend between Northern Outlook and North Canterbury News. We will also work to promote our channels and syndicate content online.	Current spend for the Community Noticeboard is $52,000+ per year. Based on $1000 per page. Currently covered under Priority of Investment #2.

Social media – new official channels created	Integration into communications planning required. Audit of current behaviour. Changes made when required	C&E
Social media – video and live streaming	We have a talented videographer already but require additional tech which will enable other staff to take quality footage. There is also a requirement for the ongoing maintenance of current videography and photography equipment.	C&E
Ongoing channel marketing/advertising campaign	For our channels to be successful they require annual marketing. We can 'advertise' our digital channels for subscribers which in turn will lead to higher organic engagement and more targeted reach. At the moment we rely on project budgets which (rightfully so) are interested in the success of their project along. This doesn't improve the organic reach of our channels overall. Growth in advertising = growth in organic reach = better cut through when we need it.	C&E

Note: New communication channels are always being created. As a Council it is our responsibility to communicate with our residents in the forums they use. This means we need to be 'mid-range adopters' of new technology. Making sure we are using the right communication channels is something that will be continually assessed and updated. The ability to cover for new digital platforms being introduced will be covered under the 'ongoing channel marketing/advertising campaign' budget.

4. Policy requiring updating and new policy required

There are a number of policies which require updating and new ones which need to be drafted to reflect modern day communication practice.

External Policy:

- Communications and Media Policy - *drafted*

Internal Policy:

- Social Media Policy *- drafted*
- Brand Policy *- complete*

Crisis communications:

- Crisis Communication Framework and checklist *– drafted.*

This document is envisaged to sit between requirements which need the Business Continuity Plan and Civil Defence EOC activation. It will provide guidance for any Level 1 or 2 staff members to handle a reputational crisis, establish a team to manage the situation and return to business as normal.

Internal Communication/Improve Communication

Goals:

- Determine a programme and approach for upgrading our Intranet
- Enhance internal communication through it.

While the Intranet upgrade is underway to achieve the second goal we need:

- For Internal Communication to be seen as being of strategic benefit for Waimakariri District Council
- Resource to be allocated for the creation and implementation of an ongoing strategic communication plan
- Identified stakeholders to input into this communication plan and programme
- All staff to understand they can play a role in internal communication
- Methods and channels of communication to be reviewed regularly.

Current Situation

It is important to note that as part of our core business Communications and Engagement currently doesn't have a remit for the management of internal communication.

While the new Intranet platform is enabling software, which removes barriers for all staff to play a role, to have a strategic, planned internal communication approach will require additional human resource or for oversight and management to be assigned.

Strategic internal communication is the deliberate, planned and sustained effort to establish and maintain mutual understanding between the leadership team and staff. It is vital in creating internal customer understanding, promises and expectations.

In a similar manner to an external communication campaign this would be most effective when integrated across our internal channels.

It's an opportunity for leaders to be more visible, for staff to interact directly and transparently, for information to be accessible, and for feedback to be enabled.

The primary outcomes for an organisation of a planned and successful internal communication approach are improvements in:

- Performance
- Morale
- Compliance
- Engagement.

To be successful requires collaboration and oversight. It's advisable this is given to someone with a communications qualification with responsibility sitting in the Communications and Engagement team.

Ultimately internal communication happens with or without a plan. This is evidenced through the number of all staff emails regularly sent and the stagnant content on the old Intranet platform.

Actions underway

In late 2018 the Management Team supported a proposal to appoint Squiz Workplace as the provider of a new Intranet Platform.

An intranet is a private network accessible only to staff and is generally intended to provide a range of information and services. A company-wide intranet can be a focal point of communication and collaboration, and provide a single starting point to access internal and external resources.

In early 2018 a survey of internal users was undertaken (180709076225 and 180709076065) to establish a baseline for functionality desires of the intranet. Functionality requirements were:

- Collaboration focused
- Ability to link to TRIM and other sources
- Smartphone friendly
- Personalisable on a user-by-user basis
- Remote accessibility
- Analytics built in.

Following this the Council spoke to other territorial authorities and suppliers and investigated options for upgrading the old Intranet.

These included:
- Bringing in external consultants to investigate, recommend and project manage the solution
- An upgrade of the current Datacom SharePoint platform from 2013 to 2016
- Adoption of Squiz Workplace – the intranet product of our website provider
- In-house led development with the system provided by Squiz.

Of these Squiz Workplace was the option that provided the functionality required, would be the easiest to manage, and had the most confirmed costing.

This was the most minimal risk option as this solution is built on Squiz Matrix (our website platform) and provides collaboration tools, a powerful search function, intuitive user experience design, integration, analytics, insights and more.

Advantages also included the sharing of support hours between our website and intranet, and the fact we have a trained pool of approx. 50 content editors already across the Council.

The project to transition from the old platform to Workplace began in February with launch expected to take place in early 2020.

Throughout this process additional 'Super Users' from each departmental group were trained to be able to support their team as content creators and staff received basic introductory training.

Where do we want to be?

Strategic internal communication articulates the direction of your organisation and keeps staff aligned to your values. You are successful when your staff are well informed, feel involved, know what they need to know, and work in alignment with their colleagues.

We have an opportunity to build on our enabling platform in a manner which aligns the strategic direction of the organisation with a plan of action that keeps staff up to date about our performance and where we are heading.

Before we can put together a plan to achieve this as an organisation we need to understand:

- What we are trying to achieve with internal communication
- What success looks like – and how we would measure it
- Who 'owns' or manages the high level internal communication approach.

Regardless of who would own this approach it would require input from:

- Communications and Engagement
- Human Resources
- Chief Executive
- Senior Management
- The Mayor.

This approach supports feedback received during the internal workshop. Staff identified that while internal communication is the responsibility of all of the organisation there is a desire for coordination, framework and guidance.

As we approach a period of change for the Council (accommodation and political disruption) having a planned approach to internal comms will be influential in maintaining morale and understanding the organisations direction.

Summary of current internal communications activity

Current internal communication Channels

Current Internal Comms Channels		
Forum	Function	Led by
All staff briefing	Led by CE quarterly to keep staff up-to-date on direction and report on progress of organisation	CE
All teams meeting	Monthly catch up led by CE including all Managers	CE
Tā mātou mauri team meetings	Annual meeting between CE and each business unit/team	CE
All staff emails	Undertaken by all staff for a variety of reasons. Often seen as our primary internal comms channel. Due to the number of emails coming through its expected readership will be low.	All staff
Department updates	Compiled list of activity per business unit. Primary audience is elected members with a secondary audience of staff.	Executive assistants
Posters around offices	On anAd-hoc basis these are shared. Often linking back to Intranet content	All staff/project groups
Ad-hoc staff briefings/meetings	Led by MT member to update staff and received feedback on Council work programme that affects them.	Case-by-case dependant
Wendel – old Intranet platform	Content is irregularly updated. No analytics to measure uptake.	All staff
Emergency text message	Sends information to staff with work cellphones immediately	Health and safety
Department/project emails	These tend to be sporadic and can get easily lost within email churn	Individual teams

Squiz Workplace as a tool operates a homepage on a similar basis to social media platforms – there is a constantly updated dynamic newsfeed function which all users see as their Intranet homepage. Further layers of the platform is where information starts to become more static and fixed.

Internal Comms via Squiz Workplace		
Intranet feature	Function	Responsibility
Newsfeed	The intranet homepage works in a manner similar to social media newsfeed. This will enable a steady round of news to be updated and shared with the organisation.	All staff
Team pages	Continuous fine-tuning. Content is to be determined by the team itself.	C&E
News story	Continuous fine-tuning. Potential to align with external website news function	C&E w input from appropriate department
Announcements	Continuous fine-tuning	All staff

Event	Continuous fine-tuning. This includes auditing our channels for effectiveness and making changes in line with customer behaviour	All staff
Alert	To be used when staff need immediate information	C&E w input from appropriate department
Discussion forums	A bottom of page feature which can be enabled on each post. For items asking for staff feedback this is a transparent forum where questions can be asked and answered.	Relevant on a team-by-team basis
Video content	This is being viewed separately due to its infrequent use in internal communications.	To be integrated as part of internal comms planning

Potential new internal channels		
Feature	Function	Led by
Newsletter/e-news to elected members	High level summary from CE to EMs detailing work programmes of different business unit. Monthly Content which fits this format is already collected through the monthly departmental updates put together by the EA team.	CE and EAs
Staff newsletter	High level summary from CE for staff to keep informed about the direction of Council. Aimed to be a 'coffee table update' which aligns with Intranet content for units separated by location and utilised by staff who are less tach-savvy	To be integrated as part of internal comms planning
Video content	This is being viewed separately due to its infrequent use in internal communications. It's imagined this channel will be of more value during periods where the Council is split across buildings/locations.	To be integrated as part of internal comms planning

Note: Further channels will need to be investigated as part of the strategic internal communications plan and requirements.

Recommended Action:

Internal Communications/Improve Communications:

1. Appoint a Communications & Engagement Advisor - Projects

Waimakariri District Council has a number of significant upcoming projects. These include:

- Public response to climate change

- District Plan Review

- Wind down of regeneration work

- A desire to better communicate how the four well beings integrate into Council's work programme

- Identified need for internal communication resourcing.

To achieve these outcomes it's recommended the Council appoint a Communications & Engagement Advisor who holds a Projects portfolio.

It is not practical for current staff to undertake this function given we are concurrently seeking to improve major technical aspects of our external website, grow additional digital communications channels as part of the outstanding two OD projects and generally lift the quality of service delivered.

There is also an across Council insufficiency for additional support. This is identified through out of unit Communications Advisors being established through external contracts recently in areas such as District Plan and Regen.

While these roles are coming to an end it is expected that by March 2020 DPU will require Comms and Engagement support of a 0.4 FTE and the Regeneration workload, which is currently a 0.5 FTE, would be better focused on projects of significance such as the ongoing Council response to climate change, launch of Multi-use Sports Facility, four well beings communication activity among others.

While this is a request for a new role, it is only reflective of the current work programme which has been dispersed across departments.

However, this role would be more effective as a full time FTE and a member of the Communications and Engagement unit.

Additionally there have been requests for support from MT members which haven't been able to be actioned due to a lack of resource.

With regarding to the internal communications they would be responsible for driving internal comms content for the organisation and take an ownership role of the Intranet platform – including ongoing education of staff. This could be seen as one of the 'projects' portfolio.

A mid-range salary estimate for a qualified and experienced person to fill this role at 30 hours per week would require additional budget of approx. $90,000 per annum based on figures by Strategic Pay.

Scope and duties of this role

This role would have a portfolio focus aligned on Internal Communication, Greenspace/Regen, District Planning and climate change among others TBD – this is in line with the current team structure.

Not only would this provide an internal communication focus for the organisation it would increase our ability to serve business units by freeing up time of current staff.

Duties would be delivering marketing communications activity on a project base. In regard to Internal Communication it include creating an internal communications programme with stakeholders in line with the objectives in this strategy. This would then become an ongoing and coordinated internal communications programme of work which would be measured through our Intranet metrics and reflected in the Our Voice Survey.

This role is being envisaged as requiring one FTE to account for expected workload and to attract an experienced candidate.

Growth required		$100,000 per annum
Priority of Investment - #3		
Employment of a Communication Advisor with a 'Major Projects' portfolio. Achieving effective overall communications when the peak demand for major project (e.g. District Plan - currently contractor supplied), Regeneration (an additional part-time staff arrangement ending in March 2020) and such like coming up (e.g. Climate Change Strategy comms and engagement) is significant but variable is proving challenging DPR have allocated 0.4 of an FTE for the coming three years for C&E function.		

Climate change coordination is also expected to require a 0.3 level of resourcing for the coming three years at a minimum

Regeneration also have signalled an interest in continuing to have a lesser dedicated communications and engagement resource for the coming years. Estimate this would be a 0.1 FTE equivalent.

The additional 0.2 FTE is recommended this is added to share service costs as this will entail internal communication, as well as providing the ability to better service all departments. ***$20,000 additional required from shared services.***

Note – Establishment of this role would bring C&E staffing in line with that of smaller South Island TAs. It is also representative of the current workload desired from across the Council but currently expressed through external consultants or temporary contracts.

2. Provide a budget for ongoing platform development

Squiz Workplace as a platform is paid for annually and covers licenses, hosting, bug fixes and an annual upgrade.

There will be instances where internal customers and the organization require functionality which isn't covered under the licence costs and it's recommended that a small budget allowance is added to the Communication and Engagement finances to allow for ongoing development.

Total growth in budget required		$10,000 per annum
Priority of Investment - #5		
Net increase of $10,000 for ongoing platform development. Having got so far behind with our current intranet and invested in and about to go live with a new Intranet platform ('Digital Workplace'), it is important we continue to keep it current and make it last. **Note –** any digital platform will require ongoing uptake and it's expected various teams will approach us with requirements/suggestions for improvement.		

Engagement Strategy

Background and assessment

As a territorial authority we have a responsibility to engage our communities so their voices are heard and included in the planning and decision making process of the Council.

We rely on participatory democracy and having an involved community to inform the decisions of our elected officials.

When we engage well, we build trust, understanding and enhance the reputation of the Council.

When we engage poorly the exercise can be seen as cynical, manipulative, or a tokenistic exercise responding to dominant voices.

This is why engagement must be undertaken in a clear, transparent manner that provides the public and all participants with an understanding of the decision making process, the range of outcomes and their role in it.

The purpose of this strategy is to summarise our corporate behaviour to date and identify an approach for improving our engagement reach and results. It does this with the aim that we plan for future engagement in an innovative manner that ensures we reach as many people as possible.

For this strategy we will use the IAP2 (International Association for Public Participation) definition of engagement. As an organisation IAP2 seek to promote and improve the practice of public participation and public engagement.

> *'Engagement means being focused on shaping the decisions or actions of the people and organisations in relation to a problem, opportunity or outcome through engaging those people and organisations.'*

This general definition is useful from our perspective as it essentially details that everything the Council does and says when interacting with our communities is considered engagement.

This engagement strategy shares a number of common goals with the communication strategy. These are to:

- To maintain, protect and improve the reputation of the Council
- Be honest, open and transparent
- Connect with our communities
- Grow understanding of the Council's role and what change we can affect
- Increase two-way communication between the Council and stakeholders.

The sharing of goals between Communication and Engagement is due to the fact these two disciplines needing to be considered together. In 2019 communications and engagement are merging as technology removes barriers for sending information and receiving feedback. People expect to be able to have two-way conversations with public organisations that are:

- Instant
- 24/7
- Available online
- Through multiple channels.

When your audience understand and trust you listen to them they are more likely to engage with you in open, honest, two-way manner. This is influenced by both the narrative of the message and the ability to provide feedback and be informed of the decision. Below are considerations relevant to this strategy.
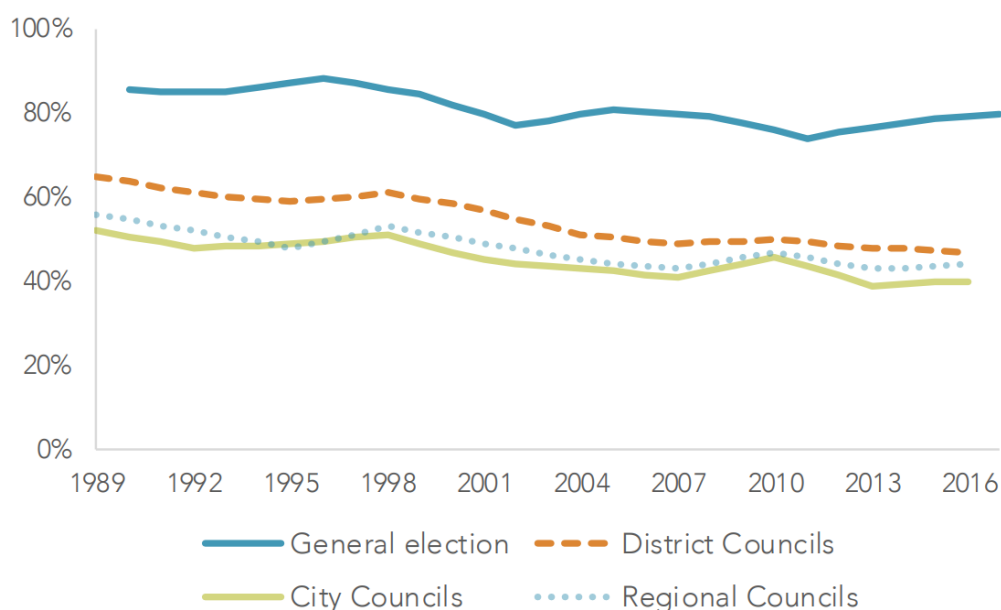
Productivity Commission – 2019 Local government funding and financing report

The 2019 draft Productivity Commission report identified engagement as an area for need of improvement by Councils nationwide.
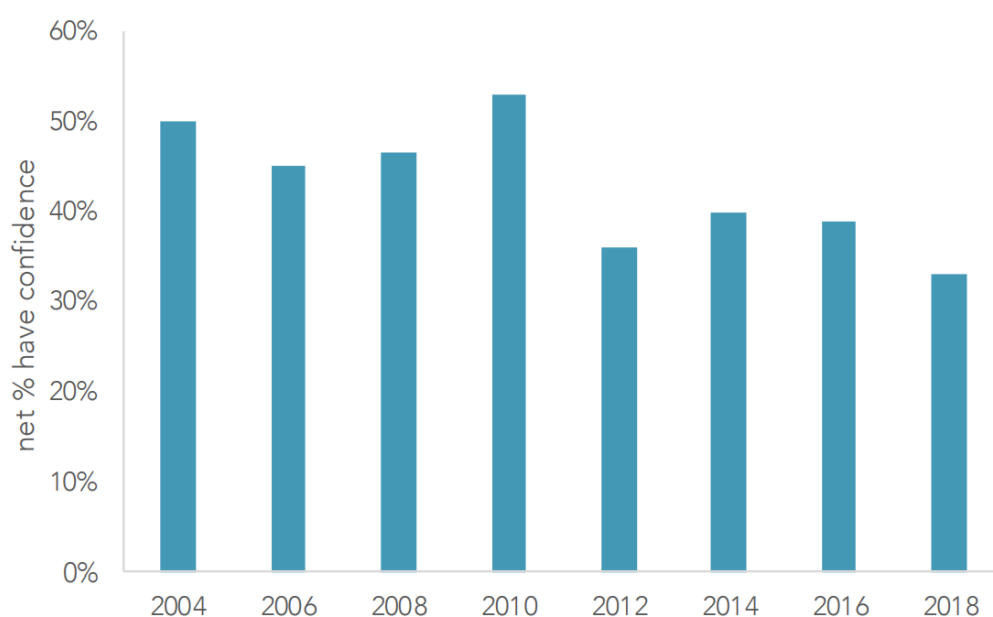
The survey noted both voter turnout and the confidence in council decision making are trending down.

Core to this trend was the finding that public understand of the role, processes and decision-making powers of local government need to be better publicised and understood.

Voter turnout in general and local authority elections

Confidence in council decision making

The effectiveness of decision making by local government largely depends on the public understanding, and taking part in, local democratic processes – both of which are low.

The report makes a number of recommendations trying to reverse these trends. These include:

- Encouraging better community participation and engagement in local democratic processes
- More effective community engagement and consultation by councils, leading to better understanding of community preferences
- Improved transparency of council decision making, supporting better decision making and greater community buy-in to decisions and trade-offs.

Better engagement will assist councils to ascertain and meet community preferences.

The achievement of these recommendations depend on both the technology available to allow engagement as well as the language and narrative used in communication material.
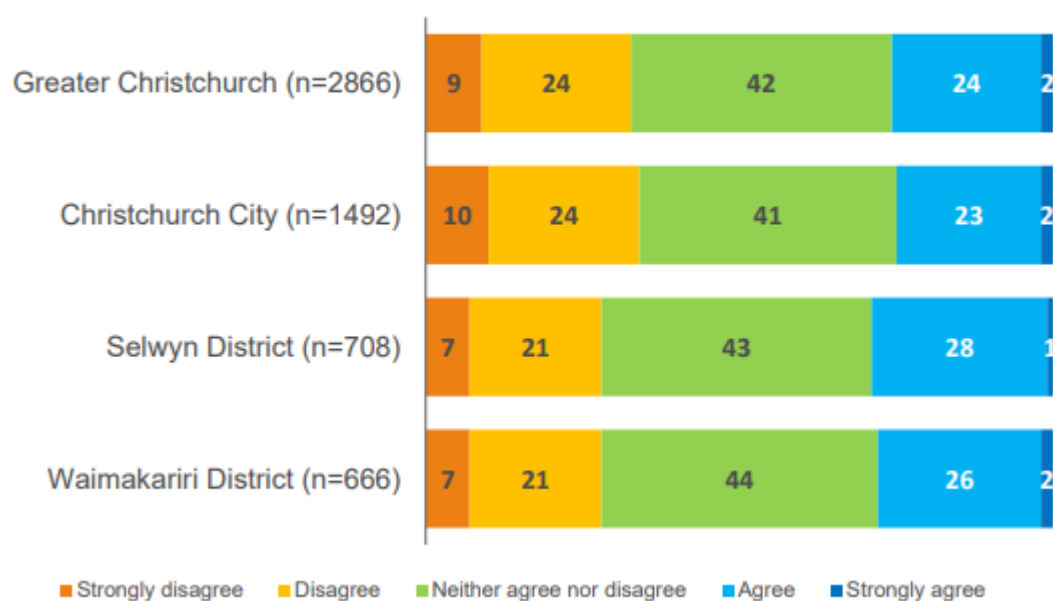
2018 Canterbury Wellbeing Survey

The eleventh Canterbury Wellbeing Survey of people in greater Christchurch has continued since the 2011 earthquakes.

Of particular interest to this framework and strategy document is the metric measuring confidence in central and local government decision marking.

From an engagement perspective the metrics below shows that Waimakariri residents hold the highest satisfaction level in terms of their opportunity to have a say in local decision making.

Figure 11.4: Current result – Satisfaction with the opportunities the public has to have a say in what agencies do by TLA (%)

TLA	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Greater Christchurch (n=2866)	9	24	42	24	2
Christchurch City (n=1492)	10	24	41	23	2
Selwyn District (n=708)	7	21	43	28	1
Waimakariri District (n=666)	7	21	44	26	2

IAP2

Internationally recognised and respected, the IAP2 Public Participation Spectrum assists with determining and defining the appropriate level of public participation.

This tool is essential when creating a Communication and Engagement plan.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION →

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

IAP2 acknowledge the breakdown of barriers between communication and engagement, noting that engagement is an 'interactional' between organisations and the communities they service, not 'transactional'.

Special Consultative Process (SCP)

This is a consultative procedure that Councils are required to undertake in certain decision-making circumstances, such an Annual Plans and Long Term Plans, as defined by the Local Government Act 2002 (section 83).

This essentially details a minimum expectation that Council's will:

- Prepare and adopt a statement of proposal
- If considered necessary, put together a summary of the information contained in the statement of proposal

Ensure the following is publicly available:

- The statement of proposal
- A description of how the Council will provide interested people an opportunity to present their views
- Specifically identify a minimum of one month for public submissions be made.

The statement of proposal, and access to it, must also:

- Be as widely available as reasonably practicable for consultation
- Provide an opportunity for, and details for when, submitters can speak in person to the Council.

What the LGA and SCP process does not take into account are IAP2 principles which should underpin our communications and engagement planning or the acknowledgement from the Productivity Commission that more needs to be done to remove barriers to engagement.

The SCP process itself acknowledges its limitations specifically saying it is a minimum expectation.

As an organisation which aims to enter genuine engagement with our residents we should be following IAP2 principles, in conjunction with the SCP process, at a minimum when engaging.

Significance and Engagement Policy

Waimakariri District Council's Significance and Engagement Policy states the attributes of a healthy democracy include:

- Ongoing engagement by the Council with the community to be well informed about matters before it;
- The Council obtaining community views for consideration before making decisions (especially the views of those directly affected by a proposed decision and especially in relation to significant decisions)
- Promoting involvement by the community in local governance generally.

It roughly follows the IAP2 public participation goals but with a simpler tier:

1. Information – providing information to or obtaining factual information from the community – while important to being well informed is typically a one way process with a low level of interaction
2. Consultation – seeking the views of potentially affected or interested people or organisations designed to obtain feedback to inform decision-making. A process of community engagement with a clear purpose. It is more than just informing the public of an impending or recent decision; rather it is a two way process of interaction usually focused on proposals at a formative stage by which the community contributes to Council decision-making
3. Collaboration – building relationships usually through defined groupings and structured processes of involvement with people and organisations that may be ongoing over a long time.

When considering how to give effect to the policy it states there will be:

- Staff and elected-member training
- All significant projects to include an engagement plan as part of the project plan
- Regular review of practice and initiatives
- Maintaining of engagement guidelines
- Reference made to community views in every report providing advice to the Council.

Public Voice – New Zealand Councils and Online Public Participation (OPP) 2018

Public Voice are a private company who work with businesses to establish successful research and engagement strategies. In 2018 they audited 52 Councils and surveyed 20 regarding their engagement practice and where they believe engagement is moving in the coming years. Below is a summary of their findings:

Public Voice
Engagement channel research

What we learned

96% of Councils use Facebook for engagement and consultation

21% of Councils identified online submissions are the most successful method of feedback

54% of Councils rate Online Public Participation are a high priority

88% of Councils rated their efforts in facilitating OPP good of excellent

39% of Councils have a strategy for growing OPP

53% think a lack of staff resource is a major constraint to implement necessary changes

Key findings

Council use of Social Media has increased to YouTube, LinkedIn and Instagram

Online submissions are increasing in favour while favour of traditional submissions has drcreased

This high priority rating has grown since the last survey

Councils rating of excellent has decreased

Councils without a strategy are decreasing

The top three self-identified barriers are:
1. Lack of staff resources
2. Non it-savvy population
3. Lack of technical resource

What tools will your Council look to start using?

Online Forums	Budget simulator
Live streaming	Social media
Citizens Panel	Council blog
Online newsletter	Online submissions

Outcome:

84% of Councils will spend more on growing capability in digital engagement in the coming two years

2018 and 2019 ALGIM Web Audit

Areas for improvement identified through the Web Audit included community engagement functionality where we are lacking in options for the public to engage and be heard by the Council.

Your council website offers two of the most popular engagement functionality i. e. Online engagement/Customer feedback (e.g. forms, polls and surveys) and Online Submissions.

Other councils also offer Online Citizen Panel, Online Consultation (e.g. discussions forums – not formal submission process), specific consultation website for LTP, E-petitions, online service request, Engagement HQ and Yammer (staff engagement).

Note: *The ALGIM survey focuses primarily on functionality, and doesn't include uptake of certain channels or customer experience.*

2019 Audience Survey

Our audience survey resulted in the following results relating to our engagement platform and practice:

- There is low awareness of our online engagement/submission pages Let's Talk
    - 83% hadn't heard of this and;
    - 79% of those that have don't use it
- However, 82% believe it's important to know what the Council is doing – this tends to focus on higher level changes such as growth, building, community information and development
- 28% don't agree that all parts of the Council work together to achieve the same vision and purpose. This disagreement leans towards those with a family, or an older audience with no dependants.

Engagement Framework

Goals:

- To maintain, protect and improve the reputation of the Council
- Be honest, open and transparent
- Connect with our communities
- Grow understanding of the Council's role and what change we can affect
- Increase two-way communication between the Council and stakeholders

To do this we need:

- Communication and engagement to be seen as part of project planning and management
- Engagement guidelines to be created to empower staff decision making – including identifying audiences, the appropriate level of engagement (see IAP2 spectrum), and the purpose and desired outcome of the engagement
- Our digital engagement platform to be upgraded to meet user expectations and reduce barriers of engagement
- To establish community forums based on communities of place and communities of interest. This could align with service delivery areas such as climate change, waste minimisation and roading.
- Be clear in our communication with stakeholders as to what is driving Council's work programme is and what influence stakeholders have.

Current Situation

Under the Local Government Act Councils are required to consult with the public as part of the decision making process.

Engagement shouldn't be seen as a legal requirement, Council should view community engagement as a moral obligation.

An engaged community feel listened to, involved and that they have been considered before any decision is made.

As an organisation effective engagement means we receive accurate information from the community, gain a broader perspective, facilitate the sharing of opinions, draw out ideas and can consider an issue from a range of different perspectives.

Well planned engagement enables both the Council and the community to better understand one another and work together. It also should increase our audience from the 'usual suspects' who can use engagement as a process for monopolising the direction of Council.

Informing this approach is research into our current engagement activity as mentioned above, the expressed desires of our community, best practice recommendations from external experts and work already underway to upgrade our digital engagement platform.

Actions Underway

We currently have a project underway to upgrade our engagement platform and establish online communities of location and interest.

To increase the reach of our community engagement we need to continue removing barriers which stop people from interacting with the Council. This follows the advice to Councils from the Productivity Commission.

They'd asked Council's to:

- Encourage better community participation and engagement in local democratic processes
- More effective community engagement and consultation by councils, leading to better understanding of community preferences

- Improved transparency of council decision making, supporting better decision making and greater community buy-in to decisions and trade-offs.

Before we can detail how to achieve these outcomes we need to look at our current engagement practice.

From a general perspective each engagement opportunity is accompanied by:

- Communications and marketing elements which promote the engagement opportunity through channels mentioned in the Communications Strategy and above. This will be evidenced further on in this document through the example Communications and Engagement Plan later in this document.
- This drives web traffic and interested parties to our website via a Let's Talk page which houses project information, related info, a narrative about why we're engaging etc.
- The Let's Talk page then sends users onto survey function software such as Survey Money or Submission Accomplished.

This practice of attracting interest through traditional and social media, driving traffic to our website and then onto a third party portal needs streamlining from both a user experience and functional point of view.

Concurrently both submission portals/channels have limitations.

The primary one however is that we don't use this information to create online networks of communities. Below is a breakdown of the limitations with our current engagement practice.

Current engagement channels		
Feature	Improvements needed	Responsibility
Let's Talk – webpage	There is low awareness of this branding as shown through the Audience Survey. We need to promote this engagement portal generally and make sure people understand where to go to shape the direction of Council and be clear in what they can influence.	C&E
Survey Money	• No growth of database – we can't revisit groups of people who are interested in particular topics • Lacking WMK branding • We lose audience metrics when we send people to the third party website • No follow through function for the decision which is made to be communicated to submitters. We rely on general communication channels to do this • No project tracking functionality	C&E
Submission Accomplished	• No longer being updated – old software which isn't mobile responsive • Functionality is limited in terms of methods of recording feedback, social media integration and experience generally • Staff who manage this software have identified it isn't fit for purpose • No ability to track a consultation through the process, or receive updates when the consultation reaches the next step • Database is poorly managed. We don't identify either communities of place or interest through this database so we can target future topic-based consultations	C&E, S&P

A statement of requirements for a new platform has been put together. This has involved working collaboratively with other Council departments which undertake engagement on behalf of the organisation – namely Policy and Strategy and District Planning Unit.

A particular focus of this software upgrade is the ability to create online 'communities' of either location of interest through a citizen panel function where we can directly engage with those who identify specific areas of interest.

Where do we want to be?

Engaging with the Council should be an intuitive and seamless experience for our residents. They should be able to have their say across a variety of mediums and have a clear understanding about the degree of influence their input will have.

Communications and Engagement need enabling software that provides a full circle engagement experience across the IAP2 spectrum.

This will provide us both an improved engagement experience as well as give us a prompted opportunity to 'close the loop' and report on the feedback received and next steps as part of the project. The latter part of this function is important in showing value for people who have chosen to engage.

This functionality itself will be a game changer from the current user experience. At the moment when we engage we almost never close the loop on the outcome – we only do this for Annual Plans or Long Term Plans and not in a timely manner.

Most modern engagement platforms have this built in and this is a key piece of functionality if we want to improve our customer experience and build levels of engagement.

Once we have this functionality we want to establish the Community Engagement Guidelines which will increase knowledge across both political and operational parts of the Council. This will include looking at the IAP2 Spectrum and providing examples of best practice engagement for different circumstances.

We want all staff to understand that engagement is a value add to their project and isn't a 'box tick' exercise. Empowering Councillors to make informed decisions regarding engagement will help achieve this.

Recommended action

Engagement:

1. Community Engagement Guidelines are created and staff and councillor education undertaken

Within Waimakariri District Council there is a general confusion between what engagement entails and what methods there are to engage with the community.

Engagement as a term encompasses a variety of methods and actions. It doesn't simply mean direct consultation.

We also need to be clear in our engagement with the community regarding their degree of influence. Our council functions through representative democracy, but used direct democratic methods to check Council decisions align with community expectations

This is a prime example of why the IAP2 spectrum is useful in helping establish exactly what engagement is, and which method of engaging is best suited on a project-by-project basis.

It's proposed that Communications and Engagement will create a set of Community Engagement Guidelines, utilising best practice and research following the launch of the new engagement platform, which will aid project leaders.

These will cover:

- Our vision for community engagement
- Basics on what engagement means
- Guidelines for project leaders
    - Including audience identification – communities of place and interest
    - Determining which engagement definition is required
    - Understanding how engagement affects your project
    - Differences between general and targeted engagement

- Functionality offered by the upgraded engagement platform
- A step by step process for managing various engagement aspects
- Practical tools

This will be peer- reviewed by IAP2 before being circulated across the organisation.

Following this we will run a number of education events for project leaders and elected members to learn about the Community Engagement Guidelines and how to best work with the Communications and Engagement team.

These actions comply with our internal Significance and Engagement Policy as well as address a number of functionality requirements we lack as identified by third parties and bring Waimakariri District Council to a state of parity with our peers in terms of our engagement practice.

The desired end result is an increase in the awareness of the benefits Communication and Engagement bring to a project and a growth in the public understanding of Council's role.

Total growth in budget required		Resourced under C&E budget
Priority of Investment - #6 **Note** – This will be required in conjunction with the roll out of the new digital engagement platform (which supports in person engagement).		

Digital Strategy

Background and assessment

Waimakariri District Council's website is managed through a platform provided by a company called Squiz.

Squiz were established in Australia but have offices in New Zealand and around the globe. They create cloud-based content management systems (CMS) which are regularly used by central and local government, tertiary education providers, banks, energy companies and other infrastructure providers.

On the local government scene they provide web services to Timaru, Selwyn, Wellington, Dunedin and Waimakariri councils and are one of the top five CMS platforms according to ALGIM.

Waimakariri District Council use two Squiz digital tools for our website (Squiz Matrix) and intranet (Squiz Workplace). While there are small differences between the products the core functionality (template based, easy edit, personalisation, search optimisation, form building, analytics, permissions etc.) is essentially the same from an admin or editor perspective.

For a small council like Waimakariri, with one FTE tasked with managing both platforms, the ability to share the load between authors as a function is paramount. With a view to business continuity as well this is advantageous as the more staff who are trained to use these platforms the lower our risk is of losing IP through staff changes.

When looking at the website as a communication tool we need to acknowledge the nature of Council products and services is complex and both interconnected and separate – depending on the product or service.

This makes councils unlike 99 percent of other business. We don't have a single-minded business proposition or simple customer profile. This makes our digital presence architecture and ease of using this channel complex and requiring agility in terms of design and updates.

Simply, our website is the 'front door' to Waimakariri District Council.

It needs to cover off a lot of different products, services and functions for a varying range of audiences. To do this well is no easy task and one that is never complete – website functionality and patters of user behaviour are continuously evolving.

The position we are in is that we have great CMS for both our primary external (website) and internal (intranet) communication channels. But we need to make sure the content/information we are putting on these channels is thought-through and put online with our audience front-of-mind.

ALGIM web audit 2018 and 2019 – Waimakariri results

The 2018 ALGIM web audit report looks at the digital web presence of all NZ councils and covers off:

- Self-assessed web functionality and online services – including e-services
- Accessibility audit – a third party review which takes into account Blind Foundation recommendations
- Enquiry response time – both through social media channels and contact us pages
- Best practice review – looking at web content provision and presentation.

In 2017 Waimakariri District Council were ranked 7th, in 2018 we slipped to 28th and in 2019 we slipped further in rankings to 65th.

It's important to note the decrease is primarily due to the increase in capability of other councils as opposed to any work undertaken on the Waimakariri website. Work on improving the web presence has been stagnant during 2018 and is limited due to resource both human and financial.

It's expected that our position in ALGIM rankings may fall further in 2019 results for similar reasons. Work to improve e-commerce and online payment functionality has taken place in 2019.

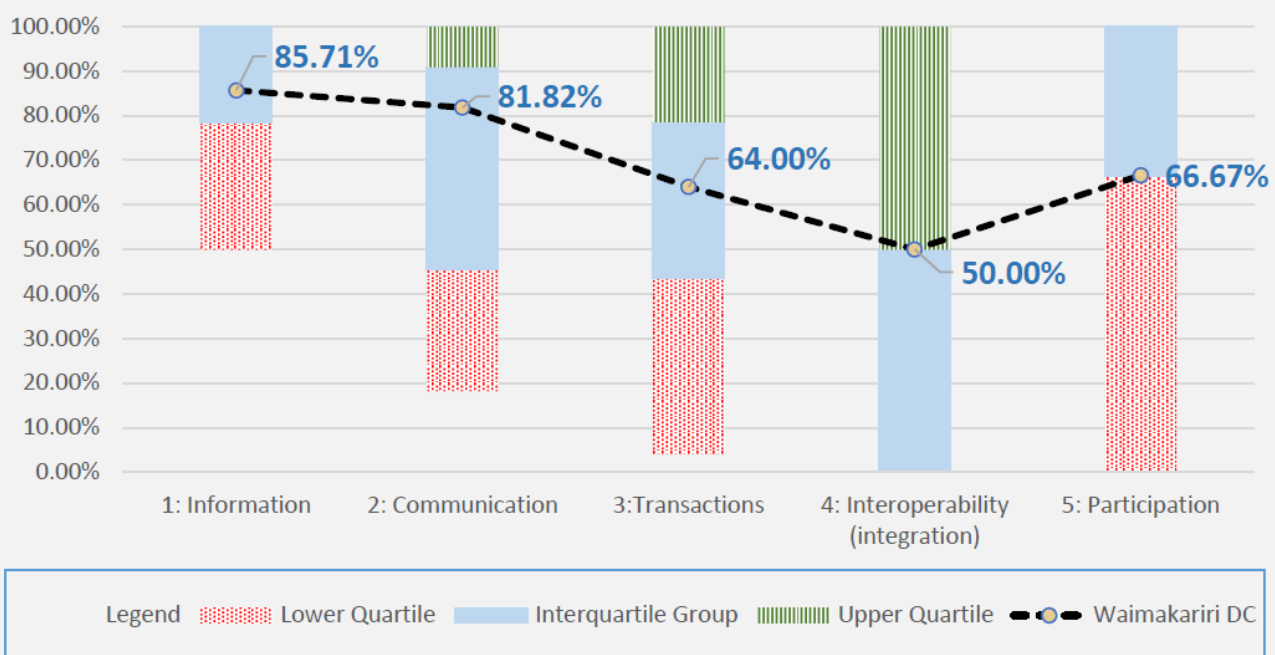Our performance over the last four years is detailed below:

Waimakariri DC criteria for past 4 years

	2018	2017	2016	2015
BEST PRACTICE REVIEW	77%	90%	97%	70%
ENQUIRY RESPONSE TIMES	92%	67%	92%	92%
ACCESSIBILITY AUDIT	75%	80%	82%	77%
WCAG2.0				91%
WEBSITE FUNCTIONALITY AND ONLINE SERVICES	71%	78%	93%	64%

NB. The self-assessment accessibility survey (WCAG2.0) was discontinued in 2016 as it became redundant with the Blind Foundation (Access Advisors) accessibility audit (SortSite Tool).

A useful high level metric is the E-Government pillars which take a look at local government websites in terms of functionality. These include:

1. Information – content is published online, is usable and accessible
2. Communication – is two way and includes social media tools
3. Transactions – services are available online both financial and non-financial
4. Interoperability (integration) – information is shared and integrated. This pillar includes personalisation and open data
5. Participation – services and tools which encourage engagement (democractic participation) such as discussion forums, surveys and online voting.

E-Government Pillars: Comparing Your Scores against Scores for All Participating Councils

Legend: Lower Quartile | Interquartile Group | Upper Quartile | Waimakariri DC
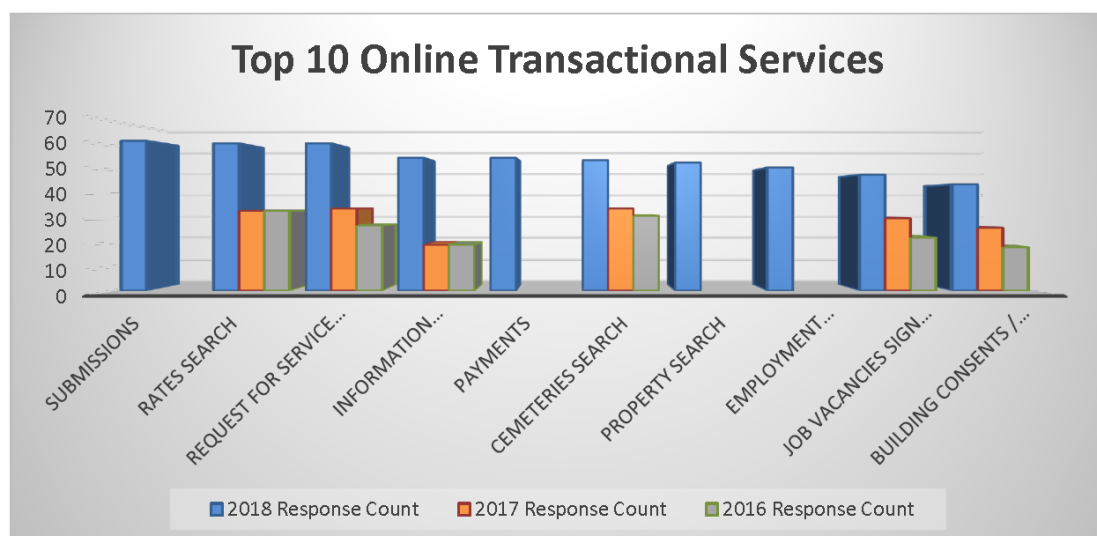
Waimakariri District Council E-Government pillars overall score for 2018 is **70.83%**

Clear areas for growth are in the transaction and participation pillars.

In terms of transactions a project is currently being led by BATS through an e-Services Steering Committee which is making live an online payment portal – estimated to go live in 2019.

Another area for growth identified is through online participation. Work is also currently underway to address this deficiency - this was explored during the research section at the front of this document and was one of the recommended actions as part of the engagement strategy.

The 2018 report looks at the top online transactional services, and for the first time included online submission platforms. Interesting this topped the online transactional services which is encouraging as it highlights that, if available, residents are prepared to interact with Councils digitally.

Top 10 Online Transactional Services

This Council's website should aim to be our primary source of information and therefore our primary communication and engagement channel. It should service multiple audiences – residents, businesses, staff, developers, property owners and other stakeholders.

2019 Audience Survey

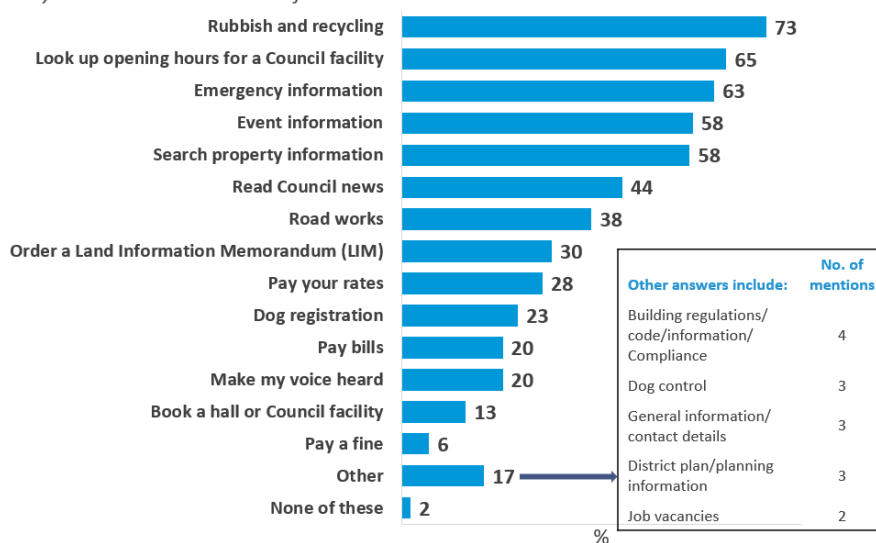The Audience Survey covered off use and perceptions of the Council's website.

54% of respondents said they use the Council website, and 80% of those that did said they found information easily.

When considering layout or website architecture there are two inherent considerations that need to be made:

1. What information do visitors seek
2. What information do visitors need to know

Both are equally important when considering design and information architecture.
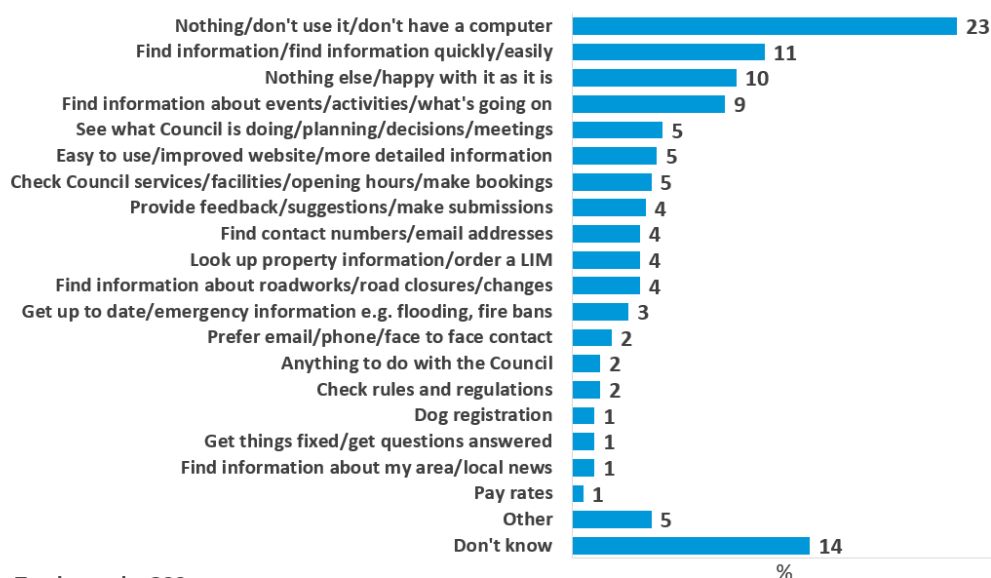
Q. What do you use the Council website for?

	%
Rubbish and recycling	73
Look up opening hours for a Council facility	65
Emergency information	63
Event information	58
Search property information	58
Read Council news	44
Road works	38
Order a Land Information Memorandum (LIM)	30
Pay your rates	28
Dog registration	23
Pay bills	20
Make my voice heard	20
Book a hall or Council facility	13
Pay a fine	6
Other	17
None of these	2

Other answers include:	No. of mentions
Building regulations/code/information/Compliance	4
Dog control	3
General information/contact details	3
District plan/planning information	3
Job vacancies	2

Sample: those who use WDC website: 163

Opinions Market Research Ltd …Evidence based Insight   28

Q. What do you want to be able to do on the Council website?

	%
Nothing/don't use it/don't have a computer	23
Find information/find information quickly/easily	11
Nothing else/happy with it as it is	10
Find information about events/activities/what's going on	9
See what Council is doing/planning/decisions/meetings	5
Easy to use/improved website/more detailed information	5
Check Council services/facilities/opening hours/make bookings	5
Provide feedback/suggestions/make submissions	4
Find contact numbers/email addresses	4
Look up property information/order a LIM	4
Find information about roadworks/road closures/changes	4
Get up to date/emergency information e.g. flooding, fire bans	3
Prefer email/phone/face to face contact	2
Anything to do with the Council	2
Check rules and regulations	2
Dog registration	1
Get things fixed/get questions answered	1
Find information about my area/local news	1
Pay rates	1
Other	5
Don't know	14

Total sample: 300

Opinions Market Research Ltd …Evidence based Insight   32

The second question identifies there is a desire for us to host information on the homepage/landing pages which isn't purely transactional (i.e. news, more information, engagement, emergency preparedness information etc.). This is the 'value add' for customers who come to our website.

While it might be making a payment that brings people to our site, there is additional information they may want to know, find interesting, or should be aware of.

Due to this duplicity the website needs to be considered as a functional communication tool and as detailed in the Communication Strategy we need to be proactive in promoting our website as a communication channel.

Importantly the findings from the Audience Survey align with the feedback from ALGIM in terms of identifying gaps in our transaction (what do you use the Council website for?) and participation (What do you want to be able to do on the Council website?) functionality.

Digital Framework

Goals:

- Develop the website further for each of use, search and navigation – informed by research and analytics. Our decisions are guided by information
- Further leverage the Squiz platform for marketing communication campaign based engagement
- Integrate web tools that benefit the customer experience – addressing accessibility and navigation concerns
- Launch new intranet and engagement platforms
- Launch new photo and video digital storage solution
- Launch new digital communication channels
- Content is monitored and audited by the appropriate Council department to ensure it is up-to-date and audience friendly.

To do this we need:

- To commit time and resource to upgrading our website specifically:
    - Funnelback search optimisation
    - Addressing accessibility issues
    - Top three tier website architecture review – for ease of navigation
    - Design upgrade for homepage
- Our digital decisions to be made based on our audience requirements
- Communication and engagement to be seen as part of project planning and management
- Approval of GMs to develop staff representatives in each department to monitor and update technical information on their sections of the website. Training in the CMS has already undertaken during the Intranet refresh.

Current Situation

There is an inherent overlap between external and internal communication, engagement and digital strategies and the tools used to give effect to them.

This is because the landscape in which we consume media and information is changing and these fields are each seeing a degree of 'scope creep' as digital becomes native.

Keep in mind the iPhone3, essentially the first 'modern' smartphone, was launched in 2009. Ten years later tasks we previously undertook in person, or through the mail, have become natural to complete on your phone. In fact we expect this.

As our expectations as consumers of digital technology change we need to update the digital channels we as Waimakariri District Council manage to match these expectations.

To this end it's beneficial to be in partnership with a supplier which has customer base with equally complex remits such as tertiary education and banking. Squiz are, and are expected to be, a leader in providing functionality desired by customers.

For our Council, the website is the Grand Central Station of marketing -- connecting branding, social media, email, lead generation, ecommerce, and more.

Waimakariri District Council's website should be the primary source of information and services for residents, staff, businesses and other stakeholders.

We can update functionality and ensure that user expectations are being met. But we equally need to take a distributed responsibility for the content on the site.

A well maintained and updated website can alleviate the demand on physical staff, and make resolution faster for customers by answering regular queries, provide services digitally and allow for quicker response times. All things that result in greater customer satisfaction.

This has been scoped out and is down as an OD project for the 2020 Year.

- To review and reconfigure the overall structure and function of the Council's main website, in light of other improvements such as developing e-services and improved e-engagement
- To better manage the large amount of static content on our website in ways that assist users more effectively meet their needs.

Note: This project needs to be timed to begin once the digital framework is adopted, intranet project is completed, e-services programme advanced and e-engagement replacement tool selected.

Where do we want to be?

We need to begin seeing ongoing investment and development of our Digital channels as an important part of maintaining connection and encouraging feedback with our residents.

Our website is our primary channel for communication with residents, stakeholders and our audiences. All content needs to drive to our website.

Our digital channels need to be developed with the end user in mind. Often Council internal processes, or the preferences of staff, will dictate how digital development occurs – often at the expense of our customers.

The research and analysis included in this section is intended as a repository for information which will guide development.

Work that needs to be undertaken to improve our digital presence includes:

- A better search engine experience for customers
- Higher levels of accessibility
- An intuitive homepage experience
- High level layout is uniform and easy to navigate
- The ability subscribe for personalised updates and notifications

This work is detailed further in the recommended actions but will require a combination of one-off and ongoing funding to be added to the Communications and Engagement budget.

Recommended actions

Digital:

1. Cap Ex funding added to Communication & Engagement budget for digital upgrades

The barriers to updating our website are resource based – both human and financial.

The Communication and Engagement budget has little headroom for website development and a lot of scope for improvement. Both our peers through ALGIM and customers through our audience survey have expressed that they expect more.

There is only so much we can do without a growth in budget to implement small fixes and bring in new functionality which will see our web presence improve.

We've seen the stagnation of development reflected in our ALGIM score and how our service isn't aligning with the expressed desires of our audience.

Identified below are features which would improve our web presence with quoted budgets alongside them.

As this is essentially an un-budgeted spend on improvements to a current platform it's recommended this is added to the Website development/maintenance budget within C&E.

It is recommended funding is added to the Communication & Engagement budget to allow for the purchase of these tools which will aid our customer experience and ultimately shift more of our transactions (both in information and payments) to our website.

Digital growth areas		
Feature	**Why this is identified for growth**	**Resource needed**
Engagement platform	Low awareness of platform from our audience and associated low levels of online engagement.	**Underway** and budget allocated through BIS funding. Estimated annual cost of approx. $20,000.
Intranet platform	Internal communications deficiency	**Underway** and funded through BIS budget. Waimakariri has a licence for 370 users. Per annum costs for licenses, hosting, bug fixes and an annual upgrade is $53,280 +GST which equates to 40 cents per day per user.
Digital payment portal/growth in online services	Project is underway through a Datacom based payment portal. ETA is late 2019.	**Underway** and funded through BISS funding.
Photo and video storage solution	Council-wide there is a desire for a photo/video solution software. There is a risk we will lose a lot of this resource during the move if we do not collate it digitally online. With our drone we have an additional need to store this footage/data from an insurance perspective.	**Underway.** Records and Communications and Engagement are currently reviewing suppliers. TRIM number 190429060694. This is recommended to be funded through the IM budget.
Cross platform social media management – i.e. Hoot Suite	Our approach to social media needs to be more planned and integrate between channels. The easiest way to undertake this is to manage all channels from a central platform.	Covered under current budget
Read Speaker - screen reader	This will address our ALGIM accessibility and is a simple update to achieve.	Covered under current budget
Digital database establishment and e-news marketing	Our residents requested this as a communication channel. By growing this channel, and properly segmenting our audiences, we will develop the ability to tailor and push messages based on communities of location and	Covered under current budget.

	interest – mentioned in the Engagement Strategy. This will require integrating a tool called Campaign Monitor with Squiz Matrix (a plug in install)	
Top two tier architecture refresh/content update	Foundation piece of work to establish a success benchmark for website performance. Creation of automated analytics report and measurement plan. This will in turn make future upgrades easier and more informed.	Review usage / analytics with web provider. Discuss and agree objectives Design new IA (and potentially wireframes) $9,500
Homepage refresh	As identified through Council Mark. We would look to leverage off the work done on optimising homepages through Squiz's other LG clients. This would also build on ongoing training of the Communications Advisor – Digital. The aim of this work is to create a homepage and architecture which, as demonstrated through testing, shows an increase of ease-of-use for our customers. This work impacts overall e-service performance as upgrades to service levels in terms of digital payments are only as effective as the ability for this to be found.	Homepage refresh be 'evidence based' - following some work together to review usage / analytics including search analytics. We suggest that the homepage refresh be accompanied by an inside page template refresh so the user experience is consistent. Design cost $20,000. Internal resourcing would be required to fill content and links.
Scheduling of content refresh on a department by department basis	C&E would develop a web content management plan to ensure content continues to be up to date, and of a high standard. Resource would be required from each functional unit and for there to be a point person. CMS training for staff among these teams is already complete.	Add to work programme of identified super users. Requires internal project management and allocation of staff time by MTO/Managers.
Additional growth in budget required		**$29,500**
Priority of Investment - #4		
This has been prioritised as being fourth as to undertake this work will require a growth in internal capability and capacity.		

Most of these costs are covered under the C&E budget already. However the additional $29,500 is a capital expenditure which is expected to be required every three years to keep out website in line with design standards, usability and customer expectation.

It's recommended this is a capital expenditure which is shared across every three years.

EXAMPLE

Integrated Communications and Engagement plan

Topic: 2019/2020 Annual Plan

Strategic context

- The Annual Plan 2019 takes place during the second year of the 2018-2028 LTP
- Considering this, it's fair to say there is community support for the adopted direction of Council's work programme
- However, there are some decisions to be made regarding water infrastructure which have the potential to influence all rate payers in the future.

Background

- This Annual Plan focused on a couple of pertinent water issues (treatment and funding) as well as wider discussions and investigations regarding Council's role in terms of biodiversity, sustainability and providing short-trip inner district public transport
- The topics are issues that have arisen, or were not fully discussed, during the 2018-2028 LTP
- We need to make sure residents are aware of this consultation period, and understand the rate ramifications of the questions we are asking them.

Consultation topics included:

- Funding of UV treatment of water supplies
- Biodiversity
- Tennis Court proposal
- Sustainability

Primary and secondary goal

Inform the community about Council's upcoming work programme, how this differs from the Long Term Plan, and what affect this will have on rates
Encourage civic participation through engagement in the Annual Plan process – this will be evidenced through Google Analytics and submissions received

Where does this sit on the IAP2 Public Participation Spectrum?

- Inform – provide the public with balances and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions   - Consult – to obtain public feedback on analysis alternatives and/or decisions

Audiences
e.g. location based ratepayers, Tangata Whenua, businesses, boaties, skatepark users, non-residents

Residents district wide, tennis players, rural water supply households, public transport users, commuters, sustainability-minded individuals, those concerned about rates

Risks and mitigation

- Considering how close this is to the LTP there is a risk that people don't submit – due to a lack of understanding as to the difference between plans.
- Financial/debt discussion becomes an election topic
- Financial/debt discussion may disengage some people resulting in them missing the questions we are asking that may affect their rates.

- Both topics should be mitigated through appropriate framing of the Annual Plan consultation document. If our residents understand our motivations and circumstances they should be encouraged to submit or at least understand our organisation's position.

Approach (Include reference to IAP2 level of engagement)

- Considering the proximity to the 2018 LTP (who had extensive publicity and engagement) it's suggested that we do a short term targeted campaign
- This will discuss the issues being presented and point our audiences to our website where they can make a submission
- This will primarily be done through local print media and social media advertising, accompanied by media releases during the key stages of the Annual Plan consultation
- This is also in line with the project plan which doesn't have any physical engagement events during the low-key four week consultation period.
- Our approach aligns with the 'inform' and consult aspects of the IAP2 spectrum.

Budget

Approx. $10,000 excl GST

Key messages

- This Annual Plan follows our recently adopted 2018-2028 LTP and is a chance to check in with the community and let them know what key issues have arisen in the last year and seek their thoughts on how we best address these
- We need to make some decisions in the short term about our water infrastructure as we're expecting an announcement from the Government bringing in higher water standards for New Zealand.
- We also want to seek direction from our community about future focused issues such as inner-Waimakariri public transport, arresting biodiversity decline and sustainability.
- ***More key messages to be developed closer to March.***

Key project timelines

- March 11 – Public consultation opens
- Mar 21 – Hui with Runanga
- April 11 – Public consultation closes
- April 15 – Letters to submitters wishing to present in person
- May 8 – 10 – Submission hearings
- May 28 – 30 – Council Annual Plan deliberations
- June 18 – Annual Plan adopted

Deliverables

Comms Deliverables	Details	When	Responsible	Progress
Media Release/news stories	• Prior to March 11 – Consultation opens. Covers topics generally. Encourages submissions • April 1 – Consultation closes next week • June 18 – Annual Plan adopted. Summary news story explaining resident influence	• Week prior to March 11 • April 1 June 18	Comms & Policy	Complete
Website information	• Updating Annual Plan web page https://www.waimakariri.govt.nz/your-	• March 11 for content	Comms & Policy	Complete

	council/council-documents/annual-plan-201718 • Creating a Let's Talk consultation page https://www.waimakariri.govt.nz/have-a-say/lets-talk. Archiving content on April 11	going live • April 11 for archiving		
Microsite required?	N/A			Not required
Internal Communication • Intranet • CE Update • Project pages • Working group update • Other	Media releases automatically shared to the intranet. Customer service team briefed prior to consultation opening	• Week prior to March 11 • April 1 • June 18	Comms	Complete
FAQs	Not deemed as a requirement due to content			Not required
eNews	N/A			Not required
Email to EMs and GMs	Email to EMs and Comm Board members letting them know about current stage in the AP process and public communication. This can include sharing Media Release material	• Week prior to March 11 • April 1 • June 18	Policy	Complete
Email to Comm Board	Email to EMs and Comm Board members letting them know about current stage in the AP process and public communication. This can include sharing Media Release material	• Week prior to March 11 • April 1 • June 18	Policy	Complete
Staff Announcements	N/A			Not required
Email signatures for staff	N/A			Not required
Print Ads	Recommend four quarter page ads in each local print publication during consultation period. Call to action will be for submissions at Let's Talk URL	Between March 11 and April 11	Comms	Complete
Radio Ads	N/A – not deemed necessary			Not required
Social Media – FB, Twitter, LinkedIn, Neighbourly etc.	Content and timeline to align with print ads above. Share information to local community group's Facebook pages (Woodend, Pegasus, Ohoka, Mandeville, Swannanoa – particularly for water issues)	Between March 11 and April 11	Comms	Complete
Email to target local groups	At policy discretion. Recommend an email to contact at the Runanga prior to Hui as an FYI		Policy	Complete

Collateral required	• Consultation document • Full Annual Report		Comms	Complete
Local newsletters				Not required
OTHER				

Note: *Signification accompanying publications can take up to a month to produce.*

Engagement Deliverables	Details	When	Responsible	Progress
Public event	**Rangiora** - outside Coffee Culture 16 March 10am - 12pm **Kaiapoi** - outside the Council Library and service centre 23 March 10am - 12pm **Woodend** - Community Centre 26 March 5pm - 7pm **Oxford** - A&P Show 30 March Gates open at 7am Each event promoted online through paid social advertising		Comms Policy	Complete
Online event	Creating a Let's Talk consultation page https://www.waimakariri.govt.nz/have-a-say/lets-talk.		Comms	Complete
Risk plan (event plan)	Not needed due to small scale of in person events			Not required
Target audience invitation	N/A			Not required
Collateral booked	Pull up banners, tables and consultation documents		Policy	Complete
Elected members attending	Yes – roster organised through Policy		Policy	Complete
Email to Community Boards/Community Groups	Yes – open invite to Open Day events		Comms	Complete
Print Ads	N/A			Not required
Radio Ads	N/A			Not required
Social Media event	Each event promoted online through paid social advertising		Comms	Complete
Feedback form	In person through consultation documents Online via Let's Talk URL.		Comms	Complete

Note: *The event plan and analysis and reporting of feedback will need to be led by the project owner.*

Evaluation/Debrief form:

At the start of your project, outline how this project will be evaluated and how learnings will be implemented into future projects.

You can't evaluate everything, so keep in mind what does success look like for your project. Ensure you link this back to the goals of engagement.

Basic success reporting criteria:

1. **How did you define success? Was this successful?**

   Yes – given the proximity to the LTP we didn't expect a large number of submissions. Especially given the business as usual approach for the Annual Plan. For this exercise we defined success as having a high level of awareness (informed) as well as an expected level of submissions.

2. **How many people were informed about your project? What were the channels were used?**

   Social media stats:
   - March 11 Facebook pos. 2.8k reached. 70 engagements
   - March 16 event– Rangiora Open Day. 967 people reached. 4 responded. Audience women 35 – 44
   - March 23 event – Kaiapoi Open Day. 1.6k reached. 4 responded. Audience women 45 – 54
   - March 26 event – Woodend Open day. 1.6k reached. 8 responses. Audience women 35 – 44

   Print media:
   - 4 x quarter page print ads. 2 in North Canterbury News. 2 in Northern Outlook.
     Between 20 March – 3 April
   - Each publication is delivered to every household within the District – approx. 26,000

   Website stats:
   - Let's Talk page 1049 views – 779 unique views. Average time on pages was 54 seconds.
   - Annual Page consultation page 765 views – 522 unique views. Average time on page 3.38.
   - These numbers will be a little higher as the consultation period went for longer but are a good indication.

3. **How much feedback was received?**

   We received 127 submissions through the Let's Talk page. 443 submissions points were raised. 34 groups/individuals wants to attend hearings.

   This was expected and in-line with past Annual Plans. It is worth noting the majority (approx. a third) were from members of the sporting community in favour of the Tennis Club proposal.

4. **How many people attended your events?**

   Each in person event was poorly attended with fewer than 20 people engaging with Councillors and staff.

   This can be attributed to the in-person events being somewhat of an afterthought and not particularly well planned or advertised. Events were only advertised through social media and relied on this and foot traffic.

5. **Did you collaborate or partner with community groups or key stakeholders?**

Yes – one focus area was on a collaborative effort to build tennis courts and we partnered with the two Rangiora based clubs on the proposal. We received a large number of submissions from this community of interest.

6. **Did you do anything different? If yes, what was it and why did you do it?**

No – given the content within this AP the approach was in line with how we usually undertaken consultation exercises of a smaller nature.

At a general level:

1. **What went well?**

Online submission levels were high considering the content within the AP was already aligned with the LTP direction.

2. **What could be improved?**

Better planning by the project control group ahead of time and a clear vision of what engagement goals we want to achieve.

C&E Measurement

How do we contextualize the work programme of Council and give meaningful attribution to our results?

To measure the outputs and reach of Communications and Engagement activity the team have put together a quarterly report template which will launch in 2020.

This takes a high level view of the metrics available to us, including the smart business reporting tools, to provide context into where our time is being spent, successes and tangible outputs.

These include:

- Numbers of communications and engagement plans, news stories, media queries and consultation projects
- Topics of news stories
- Work distribution per business unit
- Metrics on the traffic to our engagement page/platform
- Website analytics
    - Top 10 searches
    - Number of users
    - Time on page
    - Popular pages
    - Top 3 search topics
- Intranet analytics
    - Top 10 searches
    - Number of users
    - Time on page
    - Popular pages
    - Top 3 search topics
- Social media monitoring of official pages
- Video metrics – viewers, reach, sponsorship

This report is for internal and operational purposes only.

Recommended action summary

External Communications

1. Community Noticeboard is funded through on cost and coordinated through Communications and Engagement

As mentioned in the 'Where do we want to be' section on page 29 moving the responsibility and funding arrangements for the Community Noticeboard to Communications and Engagement would require a 'cost shift' budgeting activity which will create a behavioural change with positive outcomes for all parties involved.

The risk of continuing the current pattern of behaviour is there will be continued misspent funds and advertising and marketing decisions made without any strategic oversight. Equally, there will be a growing disconnect between all other communications and engagement activity and this page.

Total Newspaper Advertising Spend since 2014				
2014	**2015**	**2016**	**2017**	**2018**
212,814.08	198,770.80	142,712.48	174,192.07	107,799.10

*Note – in 2018 more advertising moved online

While we have started to grow digital communication channels, without co-ordinating with them the management of the print side of advertising, we will be hindered when putting together integrated marketing campaigns pointing to our digital channels - which have calls to action that are measurable and give us data about our community.

Equally, this is an ineffective spend with no measureable return metric (excluding delivery numbers). We anticipate these publications will continue to decline and in this transition period we need to leverage this medium in the most effective way to build user behaviour and promote the digital channels we manage.

We are missing opportunities to incorporate print advertising with calls to action for these digital channels which would improve the self-publishing aspects of our website and other digital communication.

By moving the responsibility and budget management to C&E this will allow contract renegotiations with the Northern Outlook and North Canterbury News which better aligns with the direction we want to take community engagement in the Waimakariri District – integrating our activity to push our own digital channels.

Annually the Community Noticeboard itself costs a minimum of approx. $52,000 (based on $1000 per page) – approx. half of our annual print media spend. Do note more will be spent during a LTP year on during times when there are particular campaigns.

It's recommended we allow for a reduced administration burden (currently the page is constructed by communications, designed by administration, measured by customer service, accounted and costed by accounts and then receipted back to project owners for approval weekly) along with this figure and provide for it through the Communications and Engagement budget via on cost budgeting.

Following this both papers will be approached to pitch for the 'weekly' page which will be undertaken in an integrated fashion with digital communication channels and engagement events.

This in time will lead to a retreat from print advertising as and when audience survey information shows uptake of digital communication channels.

Priority of Investment - #2

Requirement: Internal Recovery/transfer from on-cost/project funding to funding sitting in the Communications and Engagement budget.

> **Note** - this is solely a cost-shift/transfer activity and its recommended this is changed from an on-cost to an internal recovery/transfer which would be comprised of our current spend in this area. Value is $52,000 which is slightly under half the total advertising spend.
>
> This recommendation will enable the Council to renegotiate contracts with media partners/suppliers with an allocated budget.
>
> It will also remove the large administrative burden of producing, administrating and internally costing the weekly page which is a significant time burden on various departments. A rough estimate is that this would take approx. 100 hours per year to administer payments internally alone.

2. Employ a Graphic Designer/Maximise Internal Graphic Design Production

In 2019 the Communications and Engagement department updated the Brand and Style Guidelines following internal consultation with different working groups.

This project was an enabling project which would give the typing team basic criteria to align our branding activity and raise standards of quality.

This is one of the more detailed brand and style guidelines produced sitting at 137 pages with numerous template examples to follow. While we have seen a slight increase in design quality there is still a concerning level of variability and unpredictable outcomes – this is attributed to the staff not having a graphic design aspect in their background or job. There are also issues with the varying capability within the team.

Waimakariri District Council produces a number of documents each year which require a high level of graphic design capability and a lot of this is procured externally.

For this reason having variable design quality for external communication and engagement material that isn't desirable and at-times unprofessional in appearance.

To address this deficiency, build internal resource and better manage costs it's recommended a Graphic Designer role is established within the Communication and Engagement team.

Currently the Council spends the near equivalent of a Graphic Designer salary with Beck and Caul annually – more so in a LTP year. This is broken down below.

Beck & Caul Payments since September 2014 (Excl. GST)			
2015	**2016**	**2017**	**2018**
81,989.84	118,331.00	44,203.8	47,110.2

These amounts are funded through various cost codes and on a case-by-case basis. However, greater budget management of the current Beck and Caul spend would provide an in-house resource which would grow capability within the organisation and provide a better service to the wider staff.

This is also in line with the resourcing of other Council Communications and Engagement units across the country as mentioned on page 23.

Scope and duties of this role

This role would undertake day-to-day external design requirements for the Council, oversee brand consistency and ensure a uniform application of our brand in external facing communication and engagement activity. The role would also assume responsibility for the in-house production and address the quality concerns in the first required action regarding the Community Noticeboard.

> **Priority of Investment - #1**
>
> **Requirement: Employ of a Graphic Designer within Communications and Engagement.**

> **Note -** This will be comprised of current spend to Beck and Caul. It has also been identified by the two previous C&E Managers as an area where resourcing would benefit the Council holistically.
>
> Figures by Strategic Pay recommend a salary for a graphic designer of $80,000 – this includes costs to set up and shared services etc. The average Beck and Caul spend over the last four years is $72,908.71 which would require a top up of roughly $10,000 to fund this role and grow in house capacity.
>
> **Please note** that during times of additional external campaigns, such as the LTP year (as evidenced in 2016) our spend with external graphic designers regularly exceeds a full time salary.
>
> This would be a cost neutral resource, comprised of current spend to an external consultant, shifting from on-cost funding to be covered under an internal recover or transfer.
>
> There would also be significant efficiency gains through a minimisation of both internal and external 'double handling', administrations and client management and a growth of internal capability.
>
> As this resource would be of benefit to the entire Council and grow internal resourcing it's recommended this is funding through a growth of transfer/recovery funding.

3. Increase variety of external communications and add funding to future proof our audience reach

The biggest change required to deliver better communications and engagement activity is moving from a model of 'reactive' communication to an 'integrated' model.

This is something the Communications and Engagement function are currently pushing as a culture shift within the Council.

In practice this sees us moving from a 'reactive' or push message' communication style to an 'integrated' model which allows time to shape the message, tailor it for different audiences and make use of the channels available to us.

When we don't have enough time to add value to a civic engagement our Council misses out on an opportunity to build public trust.

However, to make the most of this move to an integrated model we need to increase our channels of communication – something which our residents expressed a strong desire for during the audience survey.

Our current communication practice, which has a reliance on print media, needs diversification – especially in light of likely disruption.

We will continue to use local print and radio media but in a more diverse manner (branching out from Northern Outlook advertising solely) while growing our capability as a self-publisher.

When negotiating these changes we will also require both publications to promote our self-publishing tools and/or syndicate our content onto their online platforms so we receive additional audience reach.

We will aim to have a primarily digital communication focus with traditional media as the backup.

This will require improvements to the website and information architecture (more detail in digital strategy), an alignment and restructure of social media channels, a user friendly and more effective engagement tool (more detail in engagement strategy) and ongoing and planned promotion of our channels.

This will increase the self-publishing capability of the Council.

By improving our self-publishing ability we reduce reliance on a declining local media while simultaneously growing our credibility and transparency with the community.

However, this requires budget to extend our reach, promote the channels we use and in turn grow organic reach.

When used as part of cross-platform Communication and Engagement planning the growth of these channels will lead to more direct cut through to identified audiences and less reliance on external and traditional media channels.

Future external communication channels		
Channel	**Resource required**	**Responsibility/Requirements**
Digital newsletter	Set up and integration/alignment with our website newsfeed. Frequency TBC	C&E. This will be project managed with Squiz to there is integration on the website – this will also tie into actions in the Digital Strategy. **Budgeted already.** For launch, integration and database subscription set up for Campaign Monitor.
Weekly print media Community Noticeboard North Canterbury News Norther Outlook	Bring design of this page in house, improve quality and integrate into comms and engagement planning. Share spend between Northern Outlook and North Canterbury News. We will also work to promote our channels and syndicate content online.	Current spend for the Community Noticeboard is $52,000+ per year. Based on $1000 per page. Currently covered under Priority of Investment #2.
Social media – new official channels created	Integration into communications planning required. Audit of current behaviour. Changes made when required	C&E
Social media – video and live streaming	We have a talented videographer already but require additional tech which will enable other staff to take quality footage. There is also a requirement for the ongoing maintenance of current videography and photography equipment.	C&E
Ongoing channel marketing/advertising campaign	For our channels to be successful they require annual marketing. We can 'advertise' our digital channels for subscribers which in turn will lead to higher organic engagement and more targeted reach. At the moment we rely on project budgets which (rightfully so) are interested in the success of their project along. This doesn't improve the organic reach of our channels overall.	C&E

	Growth in advertising = growth in organic reach = better cut through when we need it.	
Additional budget required		**Covered under existing budget**

Note: New communication channels are always being created. As a Council it is our responsibility to communicate with our residents in the forums they use. This means we need to be 'mid-range adopters' of new technology. Making sure we are using the right communication channels is something that will be continually assessed and updated. The ability to cover for new digital platforms being introduced will be covered under the 'ongoing channel marketing/advertising campaign' budget.

4. Policy requiring updating and new policy required

There are a number of policies which require updating and new ones which need to be drafted to reflect modern day communication practice.

External Policy:

- Communications and Media Policy - ***drafted***
- Communications and Media procedures for staff and elected members ***- drafted***

Internal Policy:

- Social Media Policy ***- drafted***
- Brand Policy ***- complete***

Crisis communications:

- Crisis Communication Plan and appendix **– *drafted.***

  This document is envisaged to sit between requirements which need the Business Continuity Plan and Civil Defence EOC activation. It will provide guidance for any Level 1 or 2 staff members to handle a reputational crisis, establish a team to manage the situation and return to business as normal.

Internal and Major Projects Communications:

1. Appoint a Communications & Engagement Advisor - Projects

Waimakariri District Council has a number of significant upcoming projects. These include:

- Public response to climate change

- District Plan Review

- Wind down of regeneration work

- A desire to better communicate how the four well beings integrate into Council's work programme

- Identified need for internal communication resourcing, incl the 'On the Move' project.

To achieve these outcomes it's recommended the Council appoint a Communications & Engagement Advisor who holds a Projects portfolio.

It is not practical for current staff to undertake this function given we are concurrently seeking to improve major technical aspects of our external website, grow additional digital communications channels as part of the outstanding two OD projects, improve community engagement support and generally lift the quality of ongoing service delivered.

There is also an across Council insufficiency for additional support. This is identified through out of unit Communications Advisors being established through external contracts recently in areas such as District Plan and Regen.

While these roles are coming to an end it is expected that by March 2020 DPU will require Comms and Engagement support of a 0.4 FTE and the Regeneration workload, which is currently a 0.5 FTE, would be better focused on projects of significance such as the ongoing Council response to climate change, launch of Multi-use Sports Facility, four well beings communication activity among others.

While this is a request for a new role, it is only reflective of the current work programme which has been dispersed across departments.

However, this role would be more effective as a full time FTE and a member of the Communications and Engagement unit.

Additionally there have been requests for support from MT members which haven't been able to be actioned due to a lack of resource.

With regarding to the internal communications they would be responsible for driving internal comms content for the organisation and take an ownership role of the Intranet platform – including ongoing education of staff. This could be seen as one of the 'projects' portfolio.

A mid-range salary estimate plus direct overhead for a qualified and experienced person to fill this role at 30 hours per week would require additional budget of approx. $90,000 per annum based on figures by Strategic Pay.

Scope and duties of this role

This role would have a portfolio focus aligned on Internal Communication, Greenspace/Regen, District Planning and climate change among others TBD – this is in line with the current team structure.

Not only would this provide an internal communication focus for the organisation it would increase our ability to serve business units by freeing up time of current staff.

Duties would be delivering marketing communications activity on a project base. In regard to Internal Communication it include creating an internal communications programme with stakeholders in line with the objectives in this strategy. This would then become an ongoing and coordinated internal communications programme of work which would be measured through our Intranet metrics and reflected in the Our Voice Survey.

This role is being envisaged as requiring one FTE to account for expected workload and to attract an experienced candidate.

Growth required		$100,000 per annum
Priority of Investment - #3 DPU have allocated 0.4 of an FTE for the coming three years for C&E function. Climate change coordination is also expected to require a 0.4 level of resourcing for the coming three years at a minimum Regeneration also have signalled an interest in continuing to have a lesser dedicated communications and engagement resource for the coming years. Estimate this would be a 0.1 FTE equivalent. The additional 0.1 FTE is recommended this is added to share service costs as this will entail internal communication, as well as providing the ability to better service all departments. ***$10,000 additional required from shared services.*** **Note** – Establishment of this role would bring C&E staffing in line with that of smaller South Island TAs. It is also representative of the current workload desired from across the Council but currently expressed through external consultants or temporary contracts.		

2. Provide a budget for ongoing platform development

Squiz Workplace as a platform is paid for annually and covers licenses, hosting, bug fixes and an annual upgrade.

There will be instances where internal customers and the organization require functionality which isn't covered under the licence costs and it's recommended that a small budget allowance is added to the Communication and Engagement finances to allow for ongoing development.

Total growth in budget required		$10,000 per annum
Priority of Investment - #5 **Note –** any digital platform will require ongoing uptake and it's expected various teams will approach us with requirements/suggestions for improvement.		

Engagement:

1. Community Engagement Guidelines are created and staff and councillor education undertaken

Within Waimakariri District Council there is a general confusion between what engagement entails and what methods there are to engage with the community.

Engagement as a term encompasses a variety of methods and actions. It doesn't simply mean direct consultation.

We also need to be clear in our engagement with the community regarding their degree of influence. Our council functions through representative democracy, but used direct democratic methods to check Council decisions align with community expectations

This is a prime example of why the IAP2 spectrum is useful in helping establish exactly what engagement is, and which method of engaging is best suited on a project-by-project basis.

It's proposed that Communications and Engagement will create a set of Community Engagement Guidelines, utilising best practice and research following the launch of the new engagement platform, which will aid project leaders.

These will cover:

- Our vision for community engagement
- Basics on what engagement means
- Guidelines for project leaders
    - o Including audience identification – communities of place and interest
    - o Determining which engagement definition is required
    - o Understanding how engagement affects your project
    - o Differences between general and targeted engagement
- Functionality offered by the upgraded engagement platform
- A step by step process for managing various engagement aspects
- Practical tools

This will be peer- reviewed by IAP2 before being circulated across the organisation.

Following this we will run a number of education events for project leaders and elected members to learn about the Community Engagement Guidelines and how to best work with the Communications and Engagement team.

These actions comply with our internal Significance and Engagement Policy as well as address a number of functionality requirements we lack as identified by third parties and bring Waimakariri District Council to a state of parity with our peers in terms of our engagement practice.

The desired end result is an increase in the awareness of the benefits Communication and Engagement bring to a project and a growth in the public understanding of Council's role.

Total growth in budget required		**Resourced under C&E budget**
Priority of Investment - #6		
Note – This will be required in conjunction with the roll out of the new digital engagement platform (which supports in person engagement).		

Digital:

1. Cap Ex funding added to Communication & Engagement budget for digital upgrades

The barriers to updating our website are resource based – both human and financial.

The Communication and Engagement budget has little headroom for website development and a lot of scope for improvement. Both our peers through ALGIM and customers through our audience survey have expressed that they expect more.

There is only so much we can do without a growth in budget to implement small fixes and bring in new functionality which will see our web presence improve.

We've seen the stagnation of development reflected in our ALGIM score and how our service isn't aligning with the expressed desires of our audience.

Identified below are features which would improve our web presence with quoted budgets alongside them.

As this is essentially an un-budgeted spend on improvements to a current platform it's recommended this is added to the Website development/maintenance budget within C&E.

It is recommended funding is added to the Communication & Engagement budget to allow for the purchase of these tools which will aid our customer experience and ultimately shift more of our transactions (both in information and payments) to our website.

Digital growth areas		
Feature	**Why this is identified for growth**	**Resource needed**
Engagement platform	Low awareness of platform from our audience and associated low levels of online engagement.	**Underway** and budget allocated through BIS funding. Estimated annual cost of approx. $20,000.
Intranet platform	Internal communications deficiency	**Underway** and funded through BIS budget. Waimakariri has a licence for 370 users. Per annum costs for licenses, hosting, bug fixes and an annual upgrade is $53,280 +GST which equates to 40 cents per day per user.
Digital payment portal/growth in online services	Project is underway through a Datacom based payment portal. ETA is late 2019.	**Underway** and funded through BISS funding.
Photo and video storage solution	Council-wide there is a desire for a photo/video solution software. There is a risk we will lose a lot of this resource during the move if we do not collate it digitally online. With our drone we have an additional need to store this footage/data from an insurance perspective.	**Underway.** Records and Communications and Engagement are currently reviewing suppliers. TRIM number 190429060694. This is recommended to be funded through the IM budget.

Cross platform social media management – i.e. Hoot Suite	Our approach to social media needs to be more planned and integrate between channels. The easiest way to undertake this is to manage all channels from a central platform.	Covered under current budget
Read Speaker - screen reader	This will address our ALGIM accessibility and is a simple update to achieve.	Covered under current budget
Digital database establishment and e-news marketing	Our residents requested this as a communication channel. By growing this channel, and properly segmenting our audiences, we will develop the ability to tailor and push messages based on communities of location and interest – mentioned in the Engagement Strategy. This will require integrating a tool called Campaign Monitor with Squiz Matrix (a plug in install)	Covered under current budget.
Top two tier architecture refresh/content update	Foundation piece of work to establish a success benchmark for website performance. Creation of automated analytics report and measurement plan. This will in turn make future upgrades easier and more informed.	Review usage / analytics with web provider. Discuss and agree objectives Design new IA (and potentially wireframes) $9,500
Homepage refresh	As identified through Council Mark. We would look to leverage off the work done on optimising homepages through Squiz's other LG clients. This would also build on ongoing training of the Communications Advisor – Digital. The aim of this work is to create a homepage and architecture which, as demonstrated through testing, shows an increase of ease-of-use for our customers. This work impacts overall e-service performance as upgrades to service levels in terms of digital payments are only as effective as the ability for this to be found.	Homepage refresh be 'evidence based' - following some work together to review usage / analytics including search analytics. We suggest that the homepage refresh be accompanied by an inside page template refresh so the user experience is consistent. Design cost $20,000. Internal resourcing would be required to fill content and links.

Scheduling of content refresh on a department by department basis	C&E would develop a web content management plan to ensure content continues to be up to date, and of a high standard. Resource would be required from each functional unit and for there to be a point person. CMS training for staff among these teams is already complete.	Add to work programme of identified super users. Requires internal project management and allocation of staff time by MTO/Managers.
Additional growth in budget required		**$29,500**
Priority of Investment - #4 This has been prioritised as being fourth as to undertake this work will require a growth in internal capability and capacity. Most of these costs are covered under the C&E budget already. However the additional $29,500 is a capital expenditure which is expected to be required every three years to keep out website in line with design standards, usability and customer expectation. It's recommended this is a capital expenditure which is shared across every three years.		

Recommended actions on one page

Overall required growth in budget, aligned to framework recommendations and OD strategy:

Priorities of investment are based on the priority of smallest required change resulting in the greatest change in levels of service delivery.

Focus area	Recommended actions	Notes	Quoted improvement
External Communication	- Community Noticeboard is funded through Communications and Engagement - (Priority of Investment - #2) - Improve graphic design resourcing through employment of a graphic designed to sit within C&E - (Priority of Investment - #1) - Increase variety of external communications and add funding for new channel promotion - Policy requiring updating and new policy required	- Programme to future proof Council from anticipated disruption - Growth in digital communication channels - Leverages current strengths and builds these into an asset which can be utilised across platforms - Investment in communications	Requires a shift from on cost to shared service resourcing primarily. Top up estimate of $10,000 for priority #1.

Priority of Investment - #2

Requirement: Internal Recovery/transfer from on-cost/project funding to funding sitting in the Communications and Engagement budget.

Note - this is solely a cost-shift/transfer activity and its recommended this is changed from an on-cost to an internal recovery/transfer which would be comprised of our current spend in this area. Value is $50,000 which is slightly under half the total advertising spend.

This recommendation will enable the Council to renegotiate contracts with media partners/suppliers with an allocated budget.

It will also remove the large administrative burden of producing, administrating and internally costing the weekly page which is a significant time burden on various departments. A rough estimate is that this would take approx. 100 hours per year to administer payments internally alone.

Priority of Investment - #1

Requirement: Employ of a Graphic Designer within Communications and Engagement.

Note - This will be comprised of current spend to Beck and Caul. It has also been identified by the two previous C&E Managers as an area where resourcing would benefit the Council holistically.

Figures by Strategic Pay recommend a salary for a graphic designer of $80,000 – this includes costs to set up and shared services etc. The average Beck and Caul spend over the last four years is $72,908.71 which would require a top up of roughly $10,000 to fund this role and grow in house capacity.

Please note that during times of additional external campaigns, such as the LTP year (as evidenced in 2016) our spend with external graphic designers regularly exceeds a full time salary.

This would be a cost neutral resource, comprised of current spend to an external consultant, shifting from on-cost funding to be covered under an internal recover or transfer.

There would also be significant efficiency gains through a minimisation of both internal and external 'double handling', administrations and client management and a growth of internal capability.

As this resource would be of benefit to the entire Council and grow internal resourcing it's recommended this is funding through a growth of transfer/recovery funding.

Internal Communication/ Improve Communication	- Appoint a Communications and Engagement Advisor - (Priority of Investment - #3) - Provide a budget for ongoing platform development - (Priority of Investment - #5)	- Intranet platform update underway - Programme for unifying internal communication and enhancing Council-wide understanding of strategic direction	$100,000 $10,000

Priority of Investment - #3

This role has shared funding agreement by a variety of sources which would require an input into C&E budgeting and a small top up of from shared services.

- DPR have allocated 0.4 of an FTE for the coming three years for C&E function.

- Climate change coordination is also expected to require a 0.3 level of resourcing for the coming three years at a minimum. This is being mentioned in a separate report for Annual Plan budgeting.

- Regeneration also have signalled an interest in continuing to have a lesser dedicated communications and engagement resource for the coming years. Estimate this would be a 0.1 FTE equivalent.

- Requires up to a net increase of $50,000 (proposed through a separate report to the budget committee that 30% of this would come from a climate change response strategy preparation budget) and the other 20% through the on-cost if it cannot be funded from project budgets confirmed in the 20/21 year.

Note – Establishment of this role would bring C&E staffing in line with that of smaller South Island TAs. It is also representative of the current workload desired from across the Council but currently expressed through external consultants or temporary contracts.

Priority of Investment - #5

Note – any digital platform will require ongoing uptake and it's expected various teams will approach us with requirements/suggestions for improvement.

Engagement	Community Engagement Guidelines are created and staff and councillor education undertaken - (Priority of Investment - #6)	- Leverages current strengths and builds these into an asset which can be utilised across platforms - To review and reconfigure the overall structure and function of Council's main website, in	N/A

		light of other improvements such as developing e-services and improved e-engagement	
Digital	• Funding added to Communication & Engagement budget for communication integration development, website fixes and upgrades - (Priority of Investment - #4) • This is foundational work which will allow for future upgrades. It will also improve efficiency of the website and make gains in other digital services more effective.	• Programme to future proof Council from anticipated disruption • Growth in digital communication channels – creates a self-publishing capability • Leverages current strengths and builds these into an asset which can be utilised across platforms • To review and reconfigure the overall structure and function of Council's main website, in light of other improvements such as developing e-services and improved e-engagement	$30,000

Priority of Investment - #4

This has been prioritised as being fourth as to undertake this work will require a growth in internal capability and capacity.

Most of these costs are covered under the C&E budget already.

However the additional $29,500 is a capital expenditure which is expected to be required every three years to keep our website in line with design standards, usability and customer expectation.

It's recommended this is a capital expenditure which is shared across every three years.

Total:	**Excluding internal transfers**	**$80,000**

Recommended actions aim to address in house gaps with a view to making the department/unit more efficient and in a better position to service our growing Council.

Support of these recommendations we would streamline processes across the unit, reduce a reliance on external contractors, minimise excessive administration and position Communications & Engagement to add more value across Council work streams.

Simply it would provide oversight into core functions of our department which are currently outsourced and result in a lack lustre performance in terms of our graphic design and external designed collateral.

This is covered under Priority of Investment - #1 & #2 under the External Communication work stream.

Priorities #1 and #2 are interrelated and primarily require a cost-shift exercise which will re-focus current spending in a more efficient way. This is the best bang for buck approach.

Furthermore, there is a gap in seniority and experience across the team.

This could be addressed by either developing or promoting an internal applicant or by adding to our capacity to service internal customers by the appointment of an Internal Communications Advisor - Priority

of Investment - #3.

In both instances, these recommendations would add to our in house capability and reduce a reliance on external contractors/consultants – which we currently use to deliver our expected level of service.

It would also provide a vehicle for us to better service Council departments who are currently getting a low level of service such as Regulation and Community and Recreation.