

Council Briefing

Notice of Briefing

Briefing to be held in the Council Chamber, Forum North, Whangarei on:

**Wednesday
26 April 2017
9.00am**

Her Worship the Mayor Sheryl Mai (Chairperson)
Cr Stu Bell
Cr Crichton Christie
Cr Vince Cocurullo
Cr Tricia Cutforth
Cr Shelley Deeming
Cr Sue Glen
Cr Jayne Golightly
Cr Phil Halse
Cr Cherry Hermon
Cr Greg Innes
Cr Greg Martin
Cr Sharon Morgan
Cr Anna Murphy

1. Long Term Plan 2018-2028 Early Engagement Detail

Reporting officer: Alan Adcock (Group Manager - Corporate/CFO)
Date of meeting: 26 April 2017

1 Purpose

To provide elected members with an overview and analysis of early engagement options for the 2018-2018 Long Term Plan (LTP), the communications strategy and the preferred approach.

2 Background

On 30 March 2017, Council amended and approved the Long-Term Plan 2018-2028 Engagement Plan included as Attachment 1. This plan confirmed that Council will be focusing on early and lengthy informal community engagement during the 2018-2028 LTP process.

3 Discussion

Council is in the process of developing a detailed preliminary engagement schedule and communications plan which is intended to maximise community reach and encourage active community engagement.

In addition to the usual communication channels, Council will be continuing its efforts to broaden its engagement reach throughout the LTP process. In doing so, Council have investigated the feasibility of a number of methods and strategies to achieve the highest level of public interest, at relatively low cost to the ratepayer.

One of the key areas of focus for this LTP is to seek comprehensive and balanced community input into the District's long term strategy that is representative of the whole community. This would involve targeting those community members who may not be motivated to engage with Council through conventional methods.

Council would be looking to leverage off existing events and District 'hotspots' to achieve higher levels of community engagement while keeping costs down. This approach has been successful in the past with the Momentum 20/20 engagement.

The workshop will include a presentation covering the engagement proposal and preferred approach in detail. Your subsequent feedback and suggestions will be used in developing the final detailed engagement schedule.

Attachments

1. Long Term Plan 2018-2028 Engagement Plan

Long Term Plan 2018-2028

Engagement Plan

1. Project overview

Whangarei District Council is commencing the 2018-28 Long Term Plan (LTP) process. The LTP is due to be adopted in June 2018.

The LTP provides a long-term focus for Council, identifies future issues, sets out Council's proposed activities and details how Council intends to fund these services over the next ten years.

An important role of the LTP engagement process is to provide information on Council's plans and proposals for the Whangarei District so our community can provide us with feedback about whether we are on the right track or not.

This Engagement Plan represents a different approach to previous LTP engagement plans. In addition to meeting the minimum consultation requirements under the Local Government Act 2002 (the Act), we intend to run a pre-engagement period from June - August 2017, in order to facilitate comprehensive and meaningful engagement with our community.

2. Principles

The Act states that the purpose of local government is *"to provide for democratic and effective local government that recognises the diversity of New Zealand communities"* (s3). It establishes the role and responsibilities of councils as well as setting out how councils are expected to work with their communities.

The principles for consultation are set out in s82 of the Act:

- people should have reasonable access to information
- people should be encouraged to present their views to the Council
- people should have a clear idea of the scope of decisions that the Council has to make
- people should be given reasonable opportunities to present their views to the Council
- the Council should receive the views with an open mind and give them due consideration, and
- feedback should be given on the decisions and the reasons for them.

3. Objectives

The overall objective of this Engagement Plan is to ensure efficient and effective public engagement and management of all communication issues.

Community engagement objectives

1. For our community to provide input to ensure the LTP vision, strategies and actions reflect their views
2. To develop community ownership and allow community members to be involved in the process
3. To build the capacity and confidence of community members and council staff
4. To build and maintain an ongoing relationship with all sectors of the community
5. To engage other stakeholders who would have responsibility for some actions in the plan, particularly other local councils, government agencies and non-profit organisations
6. To ensure a high quality of useful information is gathered through the consultation processes to better inform Council decision making

4. Key messages

Consistent and/or complementary messaging will be delivered to the community. At various stages throughout the process more specific and targeted key messages will also be required.

In each stage of the Engagement Plan, the following messages will be delivered to the community

Community pre-engagement

- Your Council listens to and values the views of its community
- Get involved; tell us what your priorities are and what is important to you
- Tell us what you think of the Community Outcomes
- Tell us what you think our District needs over the next 10-30 years

Consultation Document

- We have listened to you and considered your views
- We have investigated projects put forward by you that are in line with our District's strategy and assessed how we could deliver these given our limited resources
- We will continue to balance the appetite for new and/or improved services, facilities and assets against our obligations to operate, maintain and renew those already existing
- We have considered the cost of everything against our community's ability to pay for it
- These are the key issues we are facing as a District
- We will present options for any proposed changes along with our recommended approach
- We want your feedback so Council can make informed and collaborative decisions on these key issues
- We will keep you informed about the input received and the final decisions reached

Long Term Plan

- This is what we have planned for the next ten years
- This is what we intend to deliver, how it is funded and how much it will cost
- This is what we consider to be sustainable for the District

5. Key audiences

Internal audiences: Elected members and Council staff

External audiences: key stakeholders

- Residents and ratepayers (including residents and ratepayer associations and advisory groups)
- Tangata Whenua – iwi organisations, hapu groups, local marae
- Northland councils – Far North and Kaipara District Councils, Northland Regional Council
- Government departments, organisations and MPs (e.g. NZTA, DOC, DHB)
- Community organisations (e.g. special interest groups)
- Business community (e.g. Northland Chamber of Commerce)
- Sector groups (e.g. UNISA)

Key influencers

- Audit New Zealand
- Local Government New Zealand
- Minister of Local Government

6. Roles and responsibilities

The role of elected members

Elected members are key advocates for LTP community engagement, delivering key messages, providing information and promoting the options available to the community, and attending community meetings.

Elected members also have the role of representing the community's views and preferences during decision making processes. Members must consider the views and preferences of people who are likely to be affected by, or to have an interest in the decisions to be made.

7. Tools and tactics

Tools and tactics to achieve community engagement during the LTP process can be grouped into three target areas with focus on the two audience types (internal and external).

Inform (external)

- Community pre-engagement (refer Section 9)
- Consultation Document
- Media releases and feature articles
- Website
- Social media
- Radio advertising
- Radio interviews
- Print advertising
- Reception area displays
- Elected member columns
- Council committees – agenda items and member briefings
- Community events and meetings (including a possible open day or expo)

Consult (external)

- Community pre-engagement (refer Section 9)
- Submissions – print and online
- Public displays and events
- Social media – conversations and questions
- Website – online comments, conversations and forums
- Stakeholder workshops
- Community and sector group briefings
- Council committee and liaison groups
- Community conversations

Involve (internal)

- KETE – project updates and announcements
- Meeting presentations – all staff and department level
- LTP planning meetings
- Leadership Team Meetings
- Council workshops
- Council & Committee meetings

8. Community pre-engagement

Early community engagement will be the focus of the 2018-2028 LTP. This will involve using new and varied techniques to engage our community and get their views and input on the long-term direction of our District. We will be receiving community feedback/input using a wide range of communication channels. Staff will investigate the feasibility of various engagement methods which would allow Council to achieve high levels of community engagement.

At community events, we will engage the wider LTP team, cadets and/or advisory group members. This may involve 'have your say' events which were successful during the previous Annual Plan consultation round. The role of staff involved in these community events is simply to let people know, "we want to hear from you" and "here's how to do it". Limited training and coaching will likely be required. We may also utilise other Council resources to expand our reach, such as the District's Libraries, the Mobile Library, museums, i-SITEs, etc.

As part of the pre-engagement we will confirm that our Community Outcomes are still relevant and important to our community.

The information gathered through pre-engagement will be used to guide the direction of the LTP; whether it be influencing Levels of Service (LoS), potential capital/growth projects for consideration, the Council's overall strategy or areas of focus for the next 10-30 years.

We may also use the themes generated to create discussion and provide further insight for the public in our communications through the rest of the pre-engagement period and in the consultation document.

9. Critical success factors

The following critical success factors are desirable for this project.

- Increased awareness prior to the public consultation period
- maintained or increased feedback
- improved level of online engagement via website and social media.
- regular media coverage throughout the pre-engagement and consultation process
- improved public understanding of and engagement with council processes
- reasonable opportunity provided for communities or groups likely to be affected by changes to levels of service to have their say
- clear understanding of key messages by all those who choose to engage
- account taken of feedback received during consultation
- satisfactory compliance with the requirements of the Act according to the Office of the Auditor General (OAG)
- viewed by elected members and staff as an effective and efficient use of resources.

10. Proposed key dates

7 February 2017	:	Draft Engagement Plan to Executive Team
14 February 2017	:	Council LTP workshop – discuss LTP pre-engagement
23 February 2017	:	Council meeting – confirm LTP pre-engagement focus
30 March 2017	:	Council meeting - adopt Draft Engagement Plan
31 March 2017	:	Detailed Engagement Action Plan completed
5 June 2017	:	Pre-engagement commences
6 August 2017	:	Pre-engagement ends
30 August 2017	:	Workshop: pre-engagement summary
5-7 September 2017	:	Workshops: submission analysis/progression
10 October 2017	:	AMPs due
26 October 2017	:	Final draft financials due
22 November 2017	:	First draft CD to Council
14 December 2017	:	First draft LTP to Council
22 February 2018	:	Adoption of CD
2 March 2018	:	Public notice sent to newspapers
2 March 2018	:	CD printed
From 5 March 2018	:	CD distributed
5 March – 6 April 2018	:	Public consultation period
30 April – 4 May 2018	:	Verbal submitter feedback (HYSE/hearings)
17 May 2018	:	Workshop
30 May 2018	:	Deliberations
12 June 2018	:	LTP finalised and approved by Council
21 June 2018	:	Adoption of LTP and public release of decisions
28 June 2018	:	LTP printed
From 29 June 2018	:	LTP distributed
20 July 2018	:	Respond to submitters on decisions made

11. Draft LTP engagement summary

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
Elected members (internal)	<ul style="list-style-type: none"> Provide early direction for the CD and LTP Utilise key themes from pre-engagement to facilitate early CD discussions and issue analysis Are fully informed about the preparations, planning and significant issues Make informed decisions based on early community feedback to facilitate a robust formal consultation process 	<ul style="list-style-type: none"> Council and LTP workshops Council meetings Elected member attendance at engagement events 	Monthly Ad hoc	Elected members CE Leadership Team LTP Project Manager
Leadership Team (internal)	<ul style="list-style-type: none"> Utilises key themes from pre-engagement to facilitate early CD discussions and issue analysis with relevant staff Is fully informed about the preparations, planning and significant issues Utilises early community engagement to ensure meaningful and well documented options for elected members and the community throughout the LTP process 	<ul style="list-style-type: none"> Council workshops LT meetings LTP workshops Attendance at engagement events Internal meetings 	Weekly Monthly Ad hoc	LTP Project Manager Asset Managers Department Managers
Staff (internal)	<ul style="list-style-type: none"> Encourage our community to get involved and have their say Target a wide range of demographics, and business sectors Effectively communicate and promote key messages and themes of the LTP Utilise early community engagement to ensure relevant staff members are able to provide meaningful and well documented responses to community feedback 	<ul style="list-style-type: none"> Intranet External events Internal meetings Internal reports 	Throughout the LTP process	Communications Team LTP Project Manager

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
	<ul style="list-style-type: none"> Where required, provide information to relevant staff in a timely manner to allow further investigation and analysis of issues for potential LTP inclusion 			
Residents and ratepayers	<ul style="list-style-type: none"> Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved Find it easy to participate in the pre-engagement and formal consultation process Have a variety of options to choose from in order to have their say Are aware of the key issues, decisions and projects that affect them Know where to find further information when this is required 	<ul style="list-style-type: none"> Public notices Website Media releases Feature articles Social media Radio advertising Reception displays Posters Community pre-engagement Consultation Document Community events Community meetings 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team Staff
Residents and Ratepayer Associations	<ul style="list-style-type: none"> Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved Find it easy to participate in the pre-engagement and formal consultation process Have a variety of options to choose from in order to have their say Are aware of the key issues, decisions and projects that affect them 	<ul style="list-style-type: none"> Public notices Website Media releases Feature articles Social media Radio advertising Reception displays Posters 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team Staff

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
	<ul style="list-style-type: none"> Know where to find further information when this is required 	<ul style="list-style-type: none"> Community pre-engagement Consultation Document Community events Community meetings Residents and Ratepayer meetings 		
Tangata Whenua – iwi organisations, hapu groups, marae, MOU partners	<ul style="list-style-type: none"> Are fully informed about the issues and key projects Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved Find it easy to participate in the pre-engagement and formal consultation process Feel their values are explicitly considered 	<ul style="list-style-type: none"> Iwi CEO Forum NIF meetings Hui Panui Elected member conversations Community pre-engagement Consultation Document 	As required	CE Elected members Maori Relationships Manager LTP Project Manager
Local councils – Far North and Kaipara District Councils and Northland Regional Council	<ul style="list-style-type: none"> Are fully informed about the issues and key projects Work together on collaborative projects and regional issues 	<ul style="list-style-type: none"> Council meetings & workshops Committee meetings Community board meetings Mayoral Forum WDC/NRC management meetings 	As required	Elected members LTP Project Manager LTP Planning Team Finance Team

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
		<ul style="list-style-type: none"> ▪ Joint planner forums ▪ Finance / rating forums ▪ Key stakeholder letter 		
Government departments, agencies and MPs	<ul style="list-style-type: none"> ▪ Are aware of the key issues and projects that affect them ▪ Know where to access more information ▪ Find it easy to have their say 	<ul style="list-style-type: none"> ▪ Consultation Document ▪ Various media (website, media releases, public notices etc) 	Throughout the LTP process	Communications Team LTP Project Manager
Community organisations	<ul style="list-style-type: none"> ▪ Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved ▪ Find it easy to participate in the pre-engagement and formal consultation process ▪ Have a variety of options to choose from in order to have their say ▪ Are aware of the key issues, decisions and projects that affect them ▪ Know where to find further information when this is required 	<ul style="list-style-type: none"> ▪ Community pre-engagement ▪ Consultation Document ▪ Website ▪ Media releases ▪ Social media ▪ Radio advertising ▪ Community meetings ▪ Elected member conversations 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team Staff
Business community	<ul style="list-style-type: none"> ▪ Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved ▪ Find it easy to participate in the pre-engagement and formal consultation process 	<ul style="list-style-type: none"> ▪ Community pre-engagement ▪ Consultation Document ▪ Website ▪ Media releases 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
	<ul style="list-style-type: none"> Have a variety of options to choose from in order to have their say Are aware of the key issues, decisions and projects that affect them Know where to find further information when this is required 	<ul style="list-style-type: none"> Social media Radio advertising Community meetings Elected member conversations 		Staff Economic Development Manager (?)
Sector groups e.g. NIF, UNISA	<ul style="list-style-type: none"> Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved Find it easy to participate in the pre-engagement and formal consultation process Have a variety of options to choose from in order to have their say Are aware of the key issues, decisions and projects that affect them Know where to access further information 	<ul style="list-style-type: none"> Sector briefings Community pre-engagement Consultation Document Website Media releases Social media Radio advertising Community meetings Elected member conversations 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team Staff
Advisory groups and other special interest groups e.g. DAG, PAAG, YAG	<ul style="list-style-type: none"> Are aware of, and encouraged to participate in, the pre-engagement and formal consultation process and have appropriate opportunities to be involved Find it easy to participate in the pre-engagement and formal consultation process Have a variety of options to choose from in order to have their say Are aware of the key issues, decisions and projects that affect them 	<ul style="list-style-type: none"> Public notices Website Media releases Feature articles Social media Radio advertising Reception displays 	Throughout the LTP process	Communications Team LTP Project Manager Elected members Leadership Team Staff

Key audiences Who?	Desired outcomes What?	Tools and tactics How?	Timeframe When?	Action by Who?
	<ul style="list-style-type: none"> ▪ Know where to access further information 	<ul style="list-style-type: none"> ▪ Posters ▪ Community pre-engagement ▪ Consultation Document ▪ Community events ▪ Community meetings ▪ Advisory group meetings 		

Project risks

Risk	Response
Lack of feedback or participation in the LTP engagement process	Make it easy for all members of the community to have their say and continue to promote ways to provide feedback.
Perception of inability to influence decision-making by community	Change to process to allow much earlier community engagement which will facilitate more meaningful discussions earlier on.
Lack of early direction & decision-making	Ensure elected members and Council staff aware of key dates and timeframes.
Issues are not brought to elected members early enough in the process to allow sufficient issue analysis and discussion	Staff are aware of the importance of preparing the required strategic documents (e.g. AMPs) and policies (e.g. DC Policy) in accordance with communicated deadlines.
Perception of elected member bias by community	Elected members manage perception.
Poorly communicated issues and options	Staff are aware of the key principles for effective communication of CD issues.
Community does not clearly understand the issues or options	Monitor feedback and respond as necessary (eg. through broadcast media or targeted response).
Compliance with statutory and audit requirements	Ensure legislative requirements are met, appropriate quality assurance processes are followed and appropriate approvals are obtained.
Confusion between community pre-engagement (voluntary) and the formal consultation process (required by statute)	Promote community & elected member awareness of the change from prior years.
Insufficient resources	Determine new cost effective ways to communicate with our community, utilise new technology, and obtain additional resourcing where necessary and feasible.

Misinformation about the costs to deliver activities and levels of service	Monitor feedback and respond as necessary (e.g. through broadcast media or targeted response)
Perception of bias by community	Elected members are aware of community perception and present one unified voice
Submissions are not relevant the to key issues and decisions presented in the CD	Structure submission forms in a way that prompts targeted and relevant feedback
Departure from the key principles of effective community engagement	Everyone is reminded and aware of the key principles and key messages throughout the process

Appendix 1:

Glossary of terms

Term	Definition
AMP	Activity Management Plans
DAG	Disability Advisory Group
DOC	Department of Conservation
HYSE	Have your say event
LGA	Local Government Act 2002
LoS	Levels of Service
LTP	Long Term Plan
MFE	Ministry for the Environment
MOU	Memorandum of Understanding
NDHB	Northland District Health Board
NGO	Non-Government Organisations
NIF	Northland Intersectoral Forum
PAAG	Positive Ageing Advisory Group
RPS	Regional Policy Statement
UNISA	Upper North Island Strategic Alliance
YAG	Youth Advisory Group