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## Briefing - Council NOTES

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**Date:** Tuesday 19 September 2023  
**Time:** 10.45 – 11.55 am & 1.30-2.00pm  
**Venue:** Council Chambers, Civic Offices,  
53 Hereford Street, Christchurch

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### 3. LTP 2024-34, Joint development briefing

#### Council Briefing, Seminar or Workshop Recommendation

Cllr Melanie Coker; Cllr Sara Templeton; Cllr Tyrone Fields Cllr Mark Peters ; Cllr Yani Johanson Cllr Sam MacDonald; Cllr Aaron Keown, Cllr Kelly Barber; Cllr Tim Scandrett, Cllr Pauline Cotter ; Cllr Victoria Henstock; Cllr Celeste Donovan & Cllr Andrei Moore (second half at communications and engagement)

Chair: Mayor Phil Mauger  
Principal advisor: CE Dawn Baxendale

Apologies: Cllr Tyla Harrison-Hunt

#### Te Puna o Waiwhetū |Christchurch Art Gallery

*Presenters: Blair Jackson, Director Art Gallery; David Sheldon, Manager Audience and Programmes*

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Christchurch City Council operates and maintains a landmark building which sits at the cultural heart of Ōtautahi Christchurch. It's a key part of the city's cultural identity and an important part of the city's brand. It's integral to our leisure and tourism markets and it's a vital player in the cultural landscape and vibrancy of the city. Behind the walls and the lovely glass façade we develop and care for and provide access to the city's nationally significant art collection for current and future citizens. The collection itself comes from generations of donations and acquisitions representing our cultural and creative history and that helps the city's developing sense of identity and connectedness. The current collecting allows us to accurately reflect the kind of rapidly changing demographics and creative direction of the city as well.

And then more outwardly, the gallery engages citizens with citizens, with arts and creativity through exhibitions, education programs and events. Each year, we welcome over 300,000 visitors, and those visitors leave with a 97% visitor satisfaction rate. Over 22,000 citizens take part in events

at the gallery every year and over 11,000 children take part in gallery education program every year and we also put on more than 12 exhibitions each year and all this combined provides us with a demonstrable contribution to citizens well-being.

All of that is, is really deliberately designed to speak to the diversity within our population and encourage a real sense of belonging in the city. And, as I've already mentioned, enhanced well-being and some of these stats I'm going to give you kind of bear that out.

Last year we had 2000 more visitors identifying as Māori than the previous year, and that's the continuing trend. It was the same three years ago and each year we get more and more visitors identifying as Māori, and that's from the exhibition and programming that we put on. There were 21,000 more family visitors last year than the previous year, and that's a repeating trend. 6000 of those family visitors came directly from Christchurch City itself. There's been a 41% increase in visitors that describe themselves as having little or no knowledge of art, which we think is really interesting because that's showing that we're appealing to demographics that might not necessarily perceive themselves as liking art or knowing a lot about art, so it's really important work and even more interesting for you probably is that the gallery influenced 94,000 visits to the city last year. That's a 58,000 person increase on the previous year and 45% of out of town visitors indicate that the gallery was the main or one of the main reasons for visiting Christchurch... 90% of visitors felt happier after their visit to the gallery. We've been doing a lot of work in the well-being space and we're getting some really encouraging results coming through and we're also going to be doing a lot of work hopefully with some other units in Council, particularly Libraries, and increasing how we measure kind of improvements to well-being through accessing our services, but initial results are really good.

So to talk more broadly, we're not proposing any changes to our levels of service, but there are some changes to the previous activity plan going forward. One of those changes is that we're going to be requesting an increase to our storage capacity. The additional storage will be required as the city's art collection continues to grow and it's going to be required in the next few years.

We're also going to be looking at requesting operational expenditure for a Māori educator and community Outreach Coordinator, one post and we'll look to increase our presence out in our communities who perhaps those communities who perhaps historically haven't felt able to engage with the art gallery and we want them to essentially.

So there will be changes to Capex and Opex and the obviously increased storage will have Capex spend associated with it. There are options to share that project and that spend with other units within the Council, or even perhaps other organisations outside of Council. And the cost of 1 FTE for the Māori educator Community outreach coordinator, who represents an increase to Opex.

So just to finish off a quick summary of risks and challenges. In the kind of equity and access and identity and social cohesion space, the gallery is a major public facility for all citizens, and I emphasize the word all citizens. And the risk is that not all citizens can access it for a whole heap of reasons that we haven't got time to go into, but I'm sure you're all aware of. And so mitigating actions to that risk are to ensure that the gallery remains a free public facility and that's free to all. We want to maintain our opening hours at their current levels. We want to implement to schools outreach and community program to build relationships with communities from across the city. And when those relationships are cemented we want to continue collecting and programming to reflect directly those communities.

The other risk with a mitigating action I've already referred to really, is an infrastructure one, and that's our inability or potential inability to grow and house the city's art collection in a suitable way and the mitigating actions for that are to scope and deliver an industry standard additional storage space.

So that kind of sums up my presentation...

### ***Open for questions***

*Cllr Tim Scandrett:* Two quick ones. First of all, with the increased numbers coming to the Art Gallery and so many not having a knowledge of art, can you actually justify an outreach position? Because it seems like everything that you're doing is doing the right thing. Therefore, why add someone to it, which maybe you don't need?

*Cllr Tim Scandrett:* The other side of that, and the other question is, when you talk about storage of the collection, if we're talking about possibly a partnership or a combined, is there any discussion with the museum which we obviously are funding to a huge amount as well?

*Answer:* The outreach role that we're proposing has more of a specific Māori focus and we have been doing a lot of programming in the exhibitions space around our Māori audiences. But it's still, you know, Art Galleries traditionally and museums aren't traditionally spaces that Māori feel particularly connected with and we want to build that connection from outside the institution and bringing those audiences in through to enjoy our programming and we've been doing a little work in that space, but it's really challenging with that that ability and resource to go out into the community.

*Answer:* And the second question regarding storage, we have been talking to Canterbury Museum of course, but we also are looking at storage with our Council colleagues about storage requirements across the entire Council and maybe there's some opportunities to look at everybody's storage needs, and we could be perhaps part of that.

*Answer:* Just one other thing on the outreach as well as a Māori focus, it's very much got schools focus and lots of schools do have difficulty with the expense of getting into the city.

*Cllr Tim Scandrett:* It isn't really an outreach thing, expenses with the bus or whatever, that's the mechanical side of things, rather an outreach would be educational rather than just making sure that you can get from A to B affordably?

*Answer:* Absolutely, it's about engaging with audiences to make them feel that the gallery particularly our Māori schools, to make them feel the gallery is part of their City.

*Cllr Kelly Barber:* It's really encouraging to see that you work with schools, what age group are you doing?

*Answer:* It's mainly primary school. We are working to increase the secondary school. There are challenges to that, but it's mainly primary early years.

*Answer:* The secondary school audience are regular users, but they tend to have an art expert as a teacher that's bringing them in, so they don't need to rely on our teaching facility.

*Cllr Kelly Barber:* Yeah, I've been gobsmacked by some of the art that is coming out of high schools. You know, just some of the talents. Do you have exhibitions of high school talent from Canterbury at all?

*Answer:* We don't have them in our regular exhibition spaces, but what we do each year is we have a collection of artworks from different schools that's displayed in the education space. That's really successful and we get all their families coming out and having a look at their work in an art gallery, but they're not in the actual designated exhibition spaces.

*Cllr Kelly Barber:* I think there would be a thing to pursue. You know there's so many amazing artists in our city and they would probably love a showcase, you know? And if you were able to actually go around and select some art from, you know, high school students, I think you'd be gobsmacked at how popular that would be, people, I'm sure would come and see it, but thank you, keep up the good work.

*Cllr Yani Johanson:* ...Thank you for sort of delving a little bit deeper into who's using the art gallery. I guess I'm still concerned to understand where people are coming from. And this won't be a new question, I think I raised it just about every time you've come in, but I was really keen to get a sense of where the schools are coming from, so which communities, within the school program. So are there gaps that we're seeing? I was quite interested in that and you kind of alluded to it, but the lower socioeconomic areas of the city, are they being engaged in the art gallery? And how do you? You kind of you've touched a little bit on that but again, like there's not really the stats around the geographic.

*Answer:* We certainly keep that that data about who is using rather than who's not using and that's something that we can explore. And that's one of the aspects that we hope to kind of delve into with a new position that looks specifically about outreach to those schools that aren't necessarily coming in.

And I mean the program, the audience for the schools is quite broad and it does depend on the exhibitions that we're putting on, but yeah, certainly that's one of the reasons we'd like to have a dedicated person going out into the community.

*Cllr Yani Johanson:* So that's not the Māori worker?

*Answer:* Yeah, but it's a lot of those schools that we would see that may not be using the gallery as much as we'd like them to, yeah.

*Answer:* We do have the data, we can get it to you. Off the top of my head, it's kind of middle to higher decile schools that are our most regular visitors without doubt but I can get you the actual numbers.

*Cllr Yani Johanson:* Yeah, absolutely. I mean that would be quite useful just to see what the kind of trends are.

### **Question**

*Answer:* We actually have an organization that supports us for travel costs for lower decile schools, but still the school needs to explore that option or to apply for that.

*Cllr Yani Johanson:* I mean our community boards meet with principals every so often as well. So I wonder if we just had them as welfare fund. But I wonder maybe getting the art gallery coming and talking to the principals, might be a way forward.

*Answer:* Happy to

### **Action 3.1.**

*Cllr Yani Johanson:* But I guess the other thing I was really interested in was, just the education stuff that you do, in terms of being at capacity? And is there any opportunity you know, I know Kelly kinda touched on older age groups, but what's the capacity to do more in that education space? Is there any ability to do that?

*Answer:* If we had another member of staff on site, yes, they would. Then it would be a programmatic change. We can't increase the footprint of the building. Yeah, we can't increase the spaces where that education takes space. But what we would be able to do, would be to kind of rotate groups through the building at the same time.

*Cllr Yani Johanson:* So I would like to get the kind of option of we've got this fantastic space, that's if it's sitting there empty, if we put an additional resource in, what would be the benefits that we could get?

### **Action 3.2.**

*CE Dawn Baxendale:* And we also need to consider, obviously because we also have our library service with an excellent Māori team and how the benefit of actually the Art Gallery and the Libraries, as you say, are working closer. Fundamentally, how would you piggyback on the back of that? Where's the opportunities of actually thinking where the conversations are already happening? It's not always about therefore have more staff

### **Action 3.3**

*Cllr Yani Johanson:* We've got better off funding as well that we could put them to use.

*Cllr Tyrone Fields:* Cool. Geez, I've got so much to say here. I'll try and get it out as orderly as I can. So you know I'm a working class bogan from Lyttleton essentially. My parents left school at 15. They've got no interest in art. But I had a teacher at high school, Moya Smith, who absolutely changed my life. I did art history in seventh form and it just completely just changed... It's probably the single most important course I ever did like, as in, in education. So outreach is really important. And yeah, so I absolutely back that. So this is a statement, but I do have a question. I do have a question because I just absolutely love our art gallery. I think it's, you know, I've been really lucky. I've been to some of the great art galleries in the world and they're all amazing. I think our art gallery is right up there. It's got an exceptional collection. It's a wonderful space. It's a great place to be. But it's just not like... You know, every tourist that comes to New Zealand should be there and every tourist that goes to Florence goes to the Uffizi or you know? Or every tourist that goes to Paris goes to them Louvre or whatever it is. ... Is there a paradigm shift that we can do there that like that where people would appreciate the power of the history, the quality of our collection to really like ram home, that sort of that visitor experience?

*Answer:* That's our "why" every day. You know that's the world we live in and it's what we want. And that's our vision is that that happens. And you know, it's something we're slowly chipping away on. Our tourist market is increasing and once the cruise ships start coming back, you know that builds up again. So yeah, we have really kind of seasonal tourist periods... You know it's a challenge that starts in schools and art education is not particularly strong in New Zealand's curriculum at the moment and it has been much stronger in the past. So again that's why we want to start, it's all about the our education programs.

*Cllr Tyrone Fields:* So important. Like just a teacher can just change everything.

*Answer:* Yeah. What we see is as children that have come to our education program as part of their class will bring their quite often their grandparents in, in the school holidays because they've seen something that they want to show their family and that that's really awe inspiring.

*Cllr Aaron Keown:* So mine's a little bit similar to some of the others, but it's more around local art and artists. And I'll be very direct and I'll name drop. How do we get an expression in there for Tony Cribb who does Tin Man? Because it's quite recognizable art and he's from here. And I think we should be celebrating artists like him and having a Tony Cribb exhibition in our art gallery I think would be really important because not only for when young people go in and go, "hey, I could be as good as him or I could be that successful." Also, international or national visitors go "ohh that guy's from here." So going back to Tyrone's point, the only thing that brings in international visitors is you're different to every other art gallery. Like where a whole lot of copy prints of all the best paintings in the world, it wouldn't be a very good art gallery, but it's having Cass and it's having Tony Cribb and it's having whatever else is different. How do we make that happen?

*Answer:* Well, there's lots of ways to make that happen, but having said that, Christchurch as a city has incredibly rich artistic practice and the artistic community. And there's a big list of artists that, you know, we can't always show and we're kind of working through those lists and we put them and we identify those opportunities as they arrive. But yeah, it's a long list. Christchurch has one of the oldest art schools in the country. It has the amazing arts facilities at Ara. So yeah, there's a lot of artists coming out into the community and we work as best we can through them. But and we're only doing 12 exhibitions a year, so.

*Cllr Aaron Keown:* Right, but this still hasn't answered how do we make that one happen?

*Answer:* Well, that's a proposal. I'll take it back to our curatorial team. But we often need somebody to propose that, so if Tony wants to come and talk to us.

#### **Action 3.4**

*Cllr Aaron Keown:* Oh, you do it that way around?

*Answer:* Both ways.

*Cllr Aaron Keown:* So talk to you guys because I'm sure there's a lot of national media and stuff would be quite interested, just cause it's different. You know, Banksy had a hometown and his hometown put on an exhibition.

*Cllr Victoria Henstock:* Can I just dial back briefly to the discussion on that outreach position? I'm really mindful that we're heading into a long term plan with significant financial constraints and would it be an option for you to explore your resource capability, your existing resource capability, and dare I say, find a trade off with another particular work program that you can dial back a little bit in order to be able to focus on that. Is it something that you would consider to present to us?

*Answer:* Like a lot of departments or units through Council, we're looking at opportunities at the moment to look at how we can better use our limited resources and that that's certainly an option that we're exploring at the moment. But we're relatively lean, but we can certainly explore that further.

*Answer:* I think as Dawn said as well, the opportunity to take the lead or watch the lead that other units have made, particularly the libraries in that space is one that we can learn from.

#### **Action 3.3**

### **Akaroa Museum**

*Presenters: Blair Jackson, Director Art Gallery; David Sheldon, Manager Audience and Programmes*

Akaroa Museum is a City Council institution located at the heart of the Township, the museum reports to council via Christchurch Art Gallery. With the museum's Director reporting to me as the director of Gallery. The Akaroa museum, its collections and exhibitions by their very nature provide a reflection on the lives of generations of Banks Peninsula. And this museum, if you haven't been there is a total gem. It's loved by its local community and supported by a very active volunteer friends organisation and the museum and its collections have been part of Christchurch City Council since 2006 and have been under a local authority ownership for almost 40 years. And at this point the Museum's collection comprises of more than 60,000 objects....

Christchurch City Council operates Akaroa Museum. It's one of the most important cultural and heritage and tourism centres on the Banks Peninsula. The Heritage Buildings collection, exhibitions and education program reflect the shared histories of the peninsula and the collection and exhibition program pulls from close collaboration with that Peninsula community. The museum is very important for the Banks Peninsula community as a place to connect with their material and familial histories, and the museum is very well supported both by the community and a really active friends organisation as well. It's quite integral to the leisure and tourism markets for the peninsula, and particularly the Akaroa Township. It gets about 24,000, over 24,000 visitors a year and 900 of those, which is an increasing amount on previous years being school aged children, on educational visits. And we think that uplift is due possibly to changes in the New Zealand history curriculum.

So on to proposed levels of service, we're not proposing any changes to the four community levels of service for Akaroa Museum. There is a change to the activity plan in that like the art gallery, there's a request not for new storage, but for improvements to storage systems on the Akaroa site for their growing collection too. And there's also a potential that will become a reality, project to deliver the relocation of one of those heritage houses, which is the old Customs house, and that's a climate change driven relocation of a building that's directly threatened by sea level rise.

In terms of Capex, those improving storage systems will cost money. There's also updating the conservation plan for the three historic buildings that sit under Akaroa Museum's remit. And then there's that relocation of Customs House that I just talked about.

We're also proposing that the \$8.3 million that appears in Akaroa Museums Capex ism it's actually a grant that goes to Canterbury Museum and we're proposing that's moved from the Akaroa Museum's activity plan into Community Development and Facilities, which provides grant fundings and loans because that large sum of money, sat in a small museum's budget kind of skews it a little bit.

As a summary of risks and challenges. Similar to the gallery, it's a key community facility and needs to remain accessible and equitable for all residents and visitors. So we want to ensure that the museum remains free public facility and maintain the opening hours at current levels and at least explore school's educator for that site to really kind of meet the demand of those increasing school members. And in terms of infrastructure, the biggest one by a long way is the threat to that key heritage building due to its location and the threat from sea level rise. So that will be a fairly significant project at some point in the future. And that's Akaroa Museum.

### ***Open for questions***

*Cllr Aaron Keown:* Just raising that around the vulnerability of that building. Just something that's sprung to mind and it's kind of the opposite of what you're doing on saving it, is, if we could find a building on that that's vulnerable to sea level rise and leave it as almost a working exhibition of what sea level rise can and will do it, I think should be a consideration of the Council. We should find a structure somewhere that stays in place and we put old historical photos, the oldest ones we

can find of what it looked like at one point... And so you're like visually, it's you're measuring it. People go down and go, oh "God, look at that." But that that type of thing I think should be we need to find something that we can mark and then... Nothing's quite as visual as a building, and when waves start hitting a building, so I don't know if this would be the one if this is our lowest lying building in the city, or is there another?

*Answer:* I honestly wouldn't know the answer to that question.

*Cllr Aaron Keown:* And it might not be saying the Council's into. We might go, "Oh, no, we won't do that". But I think we should consider it as a way, you know, we got a lot of coastline.

*Answer:* So that is a key, a historical building in the Akaroa Township. So might get a kickback, yeah.

*Mayor Phil Mauger:* Just for my information. When you say Customs House, is that Yew cottage or am I confused? Where's Customs House?

*Answer:* I don't think there's a picture of it in the presentation, no. But we can find its exact location.

### **Question**

*Mayor Phil Mauger:* OK. No, that's right. Because I know that Yew Cottage is another one that's gets inundated with water and it's got 400 grand up its sleeve to shift it. So I think that we should do something along those lines.

*Cllr Tim Scandrett:* Two things but following on from yours, if you go to Te Awanga Hawkes Bay, there's a really good, there's basically just foundations left on. Yeah. So that's a really good eye opener.

*Cllr Tim Scandrett:* So just on page 30, it's the picture that you had up with regards to the art gallery, the visitor per annum to Akaroa Museum. So the annual visitation is going down. In 2018/19, obviously there'll be COVID in there somewhere as well, but and levels of service around 2021 95%. So I'm just wondering....?

*Answer:* The cruise ships coming into Akaroa Harbour was a big component of their tourism over a certain number of years and we did see that fall off a little bit last year to actually - to be honest - to slightly more manageable numbers for the museum.

*Cllr Sara Templeton:* Thanks so much for that. It is just another comment on the sort of adaptation planning and that whole Harbour Basin will have significant needs for adaptation over time. And I think that taking a holistic approach through the adaptation planning process that Council will be running rather than doing it ad hoc, department by department, is probably the best way to go. And I think that at this stage, with the number of community facilities, publicly owned assets and things in that Harbour Basin, that planning holistically is probably a better approach rather than individual bids, if that makes sense.

### **Action 3.5 for John Higgins, Coastal Hazards Adaptation Planning**

*Answer:* Total sense.

## **Citizens and Customer Services**



*Presenter: Sarah Numan, Head of Customer Services*

CE Dawn Baxendale: So I just walked up to Sarah and said very quietly to her, I would like you to take the opportunity to brag a little bit in your opening statements because it is being recorded and I think it's important that the public hear this.

#### *Citizens and Customer services*

And as Dawn has clearly given me access to say on Friday night our fabulous team that we have here at Christchurch City Council, sitting in our customer services unit, for the 4th year in a row, won the industry award for public service. But also this year we had a focus on Raising the Bar, see how far we could go and we're very fortunate in receiving a gold award for across all industries for our contact Centre services, which is phenomenal. I mean it's a big deal in the industry when you go along to their awards night, lots of screaming and yelling and cheering and carrying on and to see Christchurch City Council come up on the screen as the winner was very humbling because I think we have, we do have an amazing team and every day they don't necessarily have people contacting them to tell them to have a good day. So for them to continue to provide an excellent service is outstanding.

#### *What this activity delivers*

All right, let me talk about the activity plan. So as I said, citizen and customer services play a critical role as the first point of contact for Council for inquiries and interactions increasingly citizens expect accessible, joined up and tailored services provided to them across a range of channels. So as a result the functions and delivery model for customer services has evolved over the last seven years.

So I'm going to talk about the four core activities we provide. So obviously, the first point of contact with over 640,000 interactions last year. Over 234,000 of those resulted in service request for this organisation, and I'd also like to say though 78% of those service requests were completed by this organisation within service level. So I think that's pretty outstanding. I am sending a memo out because a number of you'll be very passionate about our service notifications. And you'll remember that we had a bit of a glitch where people got told their job had been completed or their requests have been completed when actually had been placed on a program of work. We have now resolved that problem. And so people now will be receiving a notification saying that we have made it safe and or placed it on a program of work. So I think that sets a better expectation and we should have less people frustrated that we're saying we've done it when we actually haven't it. But our memo will come out either today or tomorrow about that.

We also provide 12 service hubs throughout greater Christchurch, so I want to spend a bit of time explaining to you our delivery model. So at each of those 12 service hubs, the staff are multi skilled and multi channeled and what that means is we recruit people to work in every aspect of our operation, being they serve our customers face to face. They are also rostered to serve our customers over the phone. They do e-mail and social media after hours. And that ensures that we have provide the same quality of service regardless of how our customers interact with us. It also provides variety for our customer service reps who quite often come to us and see Council as their career pathway and we're OK with that as long as they give us a couple of years of commitment. It also reflects probably our desire to meet our customer demand. So if we have people that we can move to wherever it might be that our customers are wanting to interact with us; that enables us to be that much more agile. So we obviously plan and resource that so many people need to be on the phones at this time of the day or this time of the week as well as busy times or rate payments when

you come into our service hubs or rate rebates, dog registration etcetera. We also partnership with other organisations so you'll be aware that New Zealand Post and PostPlus Metro Card services we provide. Now the reason we did that was because we wanted that service to remain accessible to our communities. So not every service hub has that, but service hubs where it's really, really important that that service would have been lost to that community if we didn't say Yep this alignment to Council services. Obviously there's also a benefit for us in relation to revenue, which also reduces our reliance on rates.

The other key thing that we do is obviously we're 24/7, so you can contact us at 2:00 in the morning to talk about your rates, or you know, so you can phone us anytime, e-mail us and talk to us online. And as I said, we provide after our support for our social media team. The reason we went 24/7 was we wanted to provide a local service. We had a provider in the North Island that did that for us and there was always confusion about well, which street or which service. So that was really important and it enabled us to employ locally. It also supports our business continuity plan because we're in control of that and also our ability to respond to unfortunately, regular rain, flooding events, things like that. So really, really important to us. We also provide after our services for other organisations. So the Ōtautahi Housing Trust and City Care Property nationally. We provide their services and are in discussions currently with a couple of local councils being Selwyn and Waimak. We also provide the organisation with information about why our customers are contacting Council via reports and dashboards. But also a process improvement support role where we can clearly see pain points and opportunities to employ the citizens, improve the citizen experience. And so how do we do that? So we actively work with the business to make things better or to improve our services.

And finally, we're custodian of citizen data and knowledge management and later on I'll talk about our issues and challenges that I see. There's some real opportunities on how we present information so that people can self-serve?

#### *What our community is saying*

Right. So I've talked to you about what we do. And so how do people? What do people think of our service? As you can see, our walk in service, last year's Resident survey, 98% satisfaction, phone channel, 90% satisfaction. And again, people aren't ringing us up to say have a good day. You will see that we have a thing called a post call survey, so that's a real time opportunity for people at the end of the call to give us some feedback and the feedback regularly sits between 4.5 and 4.7 in relation to satisfaction out of a scale of five. And also you'll see there that now needs to be updated about our CRM Contact Centre awards.

#### *The high impact issues and mitigations planned*

The challenges for us really are around technology growth and that's really about new technologies and our customer expectation for their ability to be able to engage digitally. So I think that there is an opportunity for us to think about how do we do that. And I think it's also really important, you'll see my comment there about application of human centered design. That's not about making things automated, but it's about thinking about what is that experience like so that regardless of how they're interacting with us, that is designed with them in mind.

Equity and access. So ensuring equitable access to our services, our mitigation there is around the continuation of that multi-channel approach. So I've talked about 12 locations, different services

that we provide there as well as monitoring what our customers need and looking to reduce those barriers.

Population growth demand. When I look at our overall interactions over the years, you'll see our channels move, our phone channel with a lot of work from us. This is decreasing somewhat, but e-mail and online is growing, so people want to actively engage with council. They want to their city to be beautiful, they want things to be fixed. And so it's about how do we provide services that enable that to happen without huge amount of resources. So that's really around our opportunities with digital services. Even our website, what information do we provide there? Can we look at that, people can look things up for themselves, right?

*Levels of service.*

Not proposing any changes to our levels of service; not asking for any additional money.

### **Open for questions**

*Cllr Tim Scandrett:* Well, nothing is perfect. I have to say that I'm sure my colleagues are thinking, how many is it per day? It's 17155 contacts per day that your team is undertaking for us. So you know that is phenomenal. So thank you very much.

*Cllr Yani Johanson:* Alright, thank you. And congratulations. That's yeah, well deserved. And for those of us that have been here a long time we're really delighted to see that local service provision. So that I'm glad that that's working well. There's two, there's two questions and issues of concern that I have with the levels of service one is.

The Snap Send Solve is a real issue and that it doesn't tell people when their Snaps Send Solve reports have been done, so if you go on your app, I mean, I've got 75 or 85 open snaps send solve reports that I've submitted, but there's no closure to it. It's just kind of frustrating, because then you get a separate e-mail but on the app, it's really hard to track. So I just wondered, is there any work like going on with how we can actually provide visibility of when people submit snap send solves through the app, they can actually be told you know "hey, here's what happened"?

*Answer:* So obviously Snaps Send Solve, that app isn't a council app. It's a, you know and international app. And so, yes, there is a disconnect between and a lot of people think that Snap Send Solve is Christchurch City Council's app. We are working actively with Snaps Send Solve to improve that and that communication and making sure that how can we kind of line that up better? I think there's also an opportunity in relation to what we're in control of for people to understand when we say here's your ticket and here's the time frame, that they're now talking to Christchurch City Council and therefore, if you want to, you know, track your ticket, how could we make that easier?

There is an Citizen identity project that's underway which will enable people to be able to do those sorts of things. So, not necessarily through the app, but certainly in relation to their interactions with Council.

*Cllr Yani Johanson:* So do we have a time frame for that?

*Answer:* The Citizen app is February next year, work's underway now, but I'm happy to provide communication. So, as I said, there's a memo coming out today about service requests we could

build off the back of that, particularly in relation to because Snap Send Solve is so closely connected to service requests that we could talk about the things that we're doing and working with Snap Send Solve.

### **Action 3.6**

*Cllr Yani Johanson:* So with the levels of service, do we have anything that we going to put in anything around Snap Send Solve?

*Answer:* Our levels of service cover off that already. Because it's an outcome of.

*Cllr Yani Johanson:* It's great that we're doing the customer service, you know that NZ Post et cetera, but I am concerned around the hours of operation and the resourcing that we're putting into that. Do we have levels of service around hours? And if I take the one at Eastgate, which I'm delighted that the service has gone to the library, but I think it's closed on a Saturday now, so that community used to have, a New Zealand post shop that was open when the mall was open on the weekends between, I don't know, 10 and four or whenever the mall was open. Now they've basically lost any weekend service at all. We've inherited it, which is great and I'm really grateful that we're doing it. But if we wanted to look at things like hours of operation through levels of service, how do we do that? And also staff resourcing as well.

*Answer:* So probably a couple of things, a couple of responses to that question. The team that I talked about that monitor our - sitting in customer services and operational process and insights team - so they monitor our interactions so we can see how busy are we during the week and therefore in relation to New Zealand Post and therefore do we need to provide services outside of that. So absolutely we can, we can look at that and we do have busy times and not so busy times. So it's kind of seasonal, but also our conversations with New Zealand Posts are very interesting now. They are obviously shrinking their service and so we have to actively say "no, we believe this would be lost to the Community. You know, we can provide it." So our contract is only for Monday to Friday, so we'd need to look at that lever as well. So we would need to come with, OK, we have an expectation or a demand from our customers that the service is available on a Saturday and therefore you know start that conversation from there.

*Cllr Yani Johanson:* Can we can like pick up with NZ Post? We have in the past written letters to them around their reduction in services to the communities that have had the post offices shut. But you know for them to renew the contract in Eastgate with us, which is good, but then to cut Saturdays out of it, it just it seems unbelievable really.

*Mayor Phil Mauger:* Got it

### **Action 3.7**

*Cllr Tyrone Fields:* As a as a frequent user of the call centre I always have a good experience when I when I do use it. Bit of a technical question, so it's kind of been touched on through what Yani said. So let's just take roading contractors, right, so, you know you'll chuck a Snap Send Solve, or whatever it is, put a put a CSR in through the call centre and it gets closed off when it goes to the contractor and then we lose visibility in terms of systems so cause the systems don't talk to each other. Now, I mean it sounds easy when you say it but like to get those different systems to talk to

each other is enormously technical. So what are we doing in terms of kind of just trying to close that disconnect?

*Answer:* So, you know I mentioned the new notification being “that's been made safe and placed in the program of work”. So you won't get the message being its been closed, that's an interim solution. The technology or the systems talking to each other is part of the SAP improvement program. So that piece of work has been handed across to that project. So there will be a longer term solution.

*Cllr Tyrone Fields:* Quick follow up on that. So I mean it's obvious contractors all have different systems presumably. So if contracts shift and contracts change and contractors change, wouldn't that put that at risk a little bit because if you're kind of constantly trying to have it between different systems that you're connecting with?

*Answer:* So that that B to B component of the SAP improvement program will cover that and then as council has contracts with contractors, that would be a requirement of using our systems, yeah.

*Cllr Sam MacDonald:* Thanks for that. And I agree, it's really good to ring the call centre and they sort it out pretty quickly. In terms of the citizen ID thing or the citizen app you talked about because I was just mentioned that to Lynn before and talked back at being at University, when I was there you could log on with your own ID and if you could have everything you needed to there. The running totals of what you owed, the fees or whatever. I mean, is that kind of where we're getting? Do you reckon you can just give us a snapshot of what that sort of looks like?

*Answer:* Absolutely. So, Citizen ID, that project is the platform, so that's the critical piece of work that needs to be done to enable all of the other services to hang off it. We've started work on rates, what that could look like because we have a lot of people who contact us because they don't necessarily know what they have to pay or what their penalty might be worth. You know why it's being charged, et cetera. So that would be a key service stream to turn on and the same with service requests. So effectively if you can think of it as a platform that enables us then to look at well, what services should we turn on to enable it to happen.

*Cllr Sam MacDonald:* So you've probably answered the other question, which was cause obviously IT projects and they do have that project creep over time, but I guess what you're saying is effectively we're gonna start with something we know we can do well, and then as we can add to it to improve that service for people is that sort of it?

*Answer:* Absolutely right.

*Cllr Sam MacDonald:* Yeah. OK. So then in terms of like the timeline for that, how does that, I mean, is that 2 years away, three years away, what's the sort of? How do you think it's gonna play out? Because I think people would benefit from it. And I guess if there's things we could do to help that, I'd be keen to understand that.

*Answer:* So my understanding is it's part of the IT programme of work and obviously part of their LTP plan. So you know all of the various projects that are in there... there's certainly the citizen identity component will definitely happen, so you know that works underway. As I said, it's been about how do we turn those other services on but part of that bigger work program of the IT digital unit.

*Cllr Sam MacDonald:* But is it five years away. Is it 10 Years away?

*CE Dawn Baxendale:* I think that will really depend on the debate in relation to what we invest on in IT and digital, and where the emphasis is going to be placed. So we need to get to that activity plan. It's probably not fair for Sarah to answer that question.

...

*Cllr Sam MacDonald:* Oh it sits with IT as opposed to you, ohh, sorry. OK. Sorry. I thought it sat with you.

*Answer:* I'd like it to sit with me

...

*Cllr Kelly Barber:* Thanks for all the great work that you guys do. I'm just interested in the unrealistic expectations that some of our ratepayers have, you know, and what happens in that situation. So, for instance, if somebody wants a tree lobbed down outside their place and there's really no good reason for it, how do we, I mean is there a default [answer], you know that says "go and talk to your City Councillor" or something like that? Because you know, I do run into people who have some kind of unrealistic expectations about what can be done. It may just be their personal preference for, you know, the street to be paved in gold or whatever. How do you deal with that sort of disconnect?

*Answer:* Our customer service reps are very skilled at managing that conversation with the customer and advising them of what we can do and the options that are available to them, and ultimately then if that doesn't meet their needs, they always have the opportunity to put in a complaint or to contact their elected member.

*Cllr Kelly Barber:* And so do you actively sort of say that look, maybe best to talk to your elected Member about this?

*Answer:* Absolutely.

*CE Dawn Baxendale:* The total interactions that we've got at 640,000 a year and you may or may not be able to answer this, but I suspect a significant number of those are absolutely nothing to do with Council services and what we deliver. Is it possible to give a perspective about what that might look like because it's follows up on what Councillor Barber was saying about all roads lead to Council, yet we don't deliver everything and how we manage and enable us to get the time back in real terms.

*Answer:* So there are an interesting percentage we did look at this a wee while ago and so the roughly between 16 and 20%. I'll say let's lean on the side of 16% of some of our interactions are not Council services, and particularly in relation to graffiti, a lot of that comes because there might be graffiti on Orion or whatever utility box. But also interesting, there's a reasonable percentage of repeat customers and this is around making sure we do what we say we're going to do, we manage those expectations and when we can't do it within a required time frame that we get back to our customers. So communication is critical. But yes, you're right, there is a reasonable percentage of requests because everybody thinks Council does everything that we manage that aren't pure Council business.

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## **Communications and Engagement**

*Presenters: Katy McRae, Head of Communications & Engagement*

### *What this activity delivers*

.... So this activity provides strategic comms, marketing engagement and consultation, design and media support and advice to help Council inform and connect with residents and communities. This activity, as you know, is delivered by the communications and engagement unit. And our focus is very, very much on the residents. We want to reach people with the information that they want, using the channels that they prefer and in ways that are easy to understand and access. We want to build stronger relationships with our residents so they feel more informed and are more empowered to shape and influence the decisions affecting them and their communities. And we also want to make sure that our staff have the information and tools they need to feel confident in the ability to communicate consistently.

We are a high performing units, so let's talk a little bit more about that. The news and media team they provide the media and social media support and advice to the organisation. In the last financial year they responded to more than 2300 media inquiries. They more than deliver on the level of service that requires them to respond to these media inquiries 90% of them within 24 hours. Our channels Newline and our social media channels, Facebook and Instagram, and we've seen a 6.9% growth in Newline last year and a 14.5% increase in social media page views. For external communications, marketing and design, they provide communications and marketing support advice. They develop strategies and they produce that resident focused copy, content, advertising and promotional material. And the year in review, that's 64 communications plans. That's more than 100 marketing projects.

### *This activity includes the following services*

And if I flick through here, that's 910 design jobs completed and you can see some of the great work there up on screen. Engagement they're providing you with the engagement and consultation, support and advice, the strategies, plans and tactics to involve residents in decision making. 53 consultations last year, more than 12,000 submissions, 97% of them we're now receiving online and since the start of the new financial year, the engagement team are averaging one new consultation every couple of days. So it's a bit mad out there at the moment for a consultation. Our unit services the entire organisation. Each of these functions has slightly different key clients, but not surprisingly, our key players are transport, water, parks and rec and sports events and kerb side.

We also deliver an award-winning service. Most recently, we were recognised for innovation and engagement in the innovation wards, but previously, our social marketing campaigns for kerbside and also our marketing campaigns for He Puna Taimoana. And our communications and engagement approach, transport projects was recently recognised by Waka Kotahi as best practise.

### *What our community is saying*

So what are our residents saying about us? 72% of residents are satisfied that our communications marketing engagement activities are effective, helpful and relevant. However, this activity does have a role to play in our levels of service related to governance, decision making, trust and confidence. And our results in this area are a wee bit lower. 29% of residents are satisfied with the opportunity to engage with Council and the ease of that engagement and so that obviously is a focus area for us.

To stay relevant we need to know, we need to maximise our existing and emerging channels and adapt our processes to suit our residents, changing expectations and for us that means a growing focus on digital. Now we signalled this in the last activity management plan and we're really doubling down on this now. Digital first as our primary, but not our only communication channel because increasingly that's just how our residents want to engage with us. Digital first also supports our commitment to the Ōtautahi Christchurch climate resilience strategy. And on that this activity also has a role to play in helping our communities prepare for and respond to the impacts of climate change. Looking ahead, we'll have even greater responsibilities to lead climate action in the areas where the Council has control and influence and to partner with others to amplify climate action across the region.

#### *Why we deliver this activity. Community Outcomes*

So community outcomes, we strongly support a Collaborative confidence city and a Cultural powerhouse city. We help drive participation; we generate revenue for our facilities; we support and deliberate engagement processes that enable our residents to have a say on their future direction of the. And of course, we showcase Council services, facilities, events and activities.

#### *Strategic Priorities*

In terms of strategic priorities, we have a really big role to play in building trust and confidence in Council and we do this by focusing in on what's important to the residents by making sure residents know that we're listening to them and by involving them in the decision making processes. And also we have a role to play there in reducing emissions as a Council in for example, those social marketing campaigns where we look to change behaviour.

#### *Climate resilience goals*

As mentioned, this activity plays a key role in helping our communities prepare for and respond to the impacts of climate change. We support Council initiatives to mitigate and adapt to our climate change and we also provide public Information management support for Civil Defence emergencies and incident management.

#### *The high impact issues and mitigations planned*

So in terms of some of the key issues that are facing us as an activity. Equity and access, that's a really important one for us, how we communicate and engage the channels and tactics that we use all have an impact on access and equity. So we remain very focused on reaching people with the information they want, using the channels that they prefer, in a ways that make it easy for them to access and understand. Te tiriti partnerships in an area where we need to focus more resourcing and capability, we need to do better at building Te ao Māori perspective into our communications and engagement. Identity and social cohesion are areas where communications engagement can have some influence. In a rapidly diversifying society that we see, good comms and engagement supports improved social cohesion, we can help build connections. We're also there to help counter some of the negativity, the misinformation, the distrust that occurs when there is low social cohesion. And finally, technology, total game changer for us. It's changing expectations around what information is available, how it's made available, and importantly the speed at which



it's made available. We need to be making the absolute most of technology and the opportunities that it offers us to reach our engage with our residents.

#### *Our levels of service*

So our levels of service. We have 5 customer, 5 management levels of service. We're proposing some minor tweaks to some just for consistency. We're proposing to remove a couple where there is duplication and poor weak targets.

#### *Capital expenditure*

And finally, we have no capital related expenditure. Instead I'd like to think we provide excellent value for money. That's we run a tight ship. We produce high quality work. We produce a high volume of work and we deliver a lot of bang for buck.

#### **Open for questions**

Cllr Mark Peters: Thank you for all the good work you guys do that. Just one question in my head is around the digitally challenged, and making sure that we're going to be looking after them going forward is vital.

*Answer:* Absolutely. That's why I stressed on digital as our primary, but not only. So we spend an awful lot of time thinking about how we reach our audiences, making sure that we target our tactics accordingly. And so we absolutely see the need and value and hard copy and face to face communication as well, as digital.

*Cllr Sara Templeton:* So my understanding is that the communications that you do tend to be invoiced effectively to the various departments that you're doing work for. So transport, if they don't project, they pay for the work that you guys do. So what happens when something unexpected happens, such as COVID those kind of things? Do you have your own proactive communications budget to deal with those kinds of things?

*Answer:* We have a little bit of leeway within our budget and we make the most of that. But we don't have necessarily a budget set aside for specifically for corporate communications. What we're doing is carefully managing some of the money available, so we make sure that we give ourselves a little bit of leeway there to do what we need to do.

*Cllr Sara Templeton:* OK. And do you have any concerns about that currently?

*Answer:* I believe I will be able to manage on the budget that I've got, however, I would like it to stay where it sits at the moment.

*Cllr Sara Templeton:* OK, thanks. And the other one was just on working with other areas. So it became clear earlier this year, and last year as well that Civil Defence while they're doing work in the communities and have developed some plans with some communities, they had assumed that the comms team would be able to do the comms work on that and they don't have any budget for comms. Are you working with Civil Defence at all in that space?

*Answer:* Yes, it's like conversation between Brenden [Brenden Winder, Manager Civil Defence & Emergency Mgmt] and myself at the moment about how we support the unit. They do require more

communication support. That's another thing that we would have to factor into our work programme. It's we provide that on call Emergency Management and we provide a bare, sort of like minimum, but what we don't provide quite with quite so much intensity, is that full support that they need to go into the Community. And as we know, never underestimate how resource heavy that can be when you're dealing with the community.

*Cllr Sara Templeton:* So I just know that like some communities have done plans but haven't been able to communicate them out to the wider community. Because there's no communications budget at all. So I think we need to work on that maybe with civil defence budget or something. So that we can actually help the communities plan.

*Cllr Yani Johanson:* I was just interested in what resources you had available to promote local decision making and like the new Community Board structures, the new wards for example like I guess I'm just a bit concerned that we don't have enough, we haven't done enough to make people aware that the boundaries have changed and that there's new community boards, new areas where boards are meeting. Have you had a budget to promote, I guess, community awareness of the representation review, post it being implemented? And if so, what it, how much is it and if not, how could we actually get some work done in that space?

*Answer:* So as Councillor Templeton mentioned, we use money from other people's budgets. We don't have a budget set aside for that. So we would need that budget to be provided to us in maybe John Filsell's area [Head of Community Support & Partnership] or something like that. However, and I don't want to get ahead of something that will be more widely released, but we do have some exciting stuff happening in the Community Board pages that we have on the website and what we're able to do that with our new engagement software platform. And we're hopeful that you're going to be encouraged by that.

*Cllr Yani Johanson:* So if we wanted you to take the do the proactive communication around what the Community boards are, what the wards are, the boundaries, etcetera, do we give you a budget through this process or are you saying we need to go through John Filsell.

*Answer:* So it's something, yes, you could give a budget through this process. Absolutely. But I don't have a budget sitting there specifically for that purpose.

*Cllr Yani Johanson:* So where we've got like, you know, old Community Board signs still up on, you know, at hall centres, it seems kind of weird that like, no-one from the communications department, looks at that and goes what are the comms we need now that we've changed our Community boards changed our wards?

*Answer:* Yeah, OK. I can take a note of that.

### **Action 3.8**

*Cllr Yani Johanson:* We used to fund residence newsletters to be printed and distributed. Do we still do that?

*Answer:* That's something, as I'm aware, comes out of the Community Board funding. It's not something that sits with us at a corporate level.

*Cllr Yani Johanson:* And the final question is the start work notices that go out when we have things like road closures. I've had feedback that we only go a certain amount because of budget but sometimes it seems kind of ludicrous, like for the small amount of money saved versus the benefit

of letting people know with a start work notice in the letter box. Is that coming out of your budget or again, is that transport sending you a bill, saying they can't afford it?

*Answer:* That would be a transport. Yeah, that would be a project related cost as opposed to a communications cost.

*Cllr Yani Johanson:* Right. So we change the transport budgets?... Do you give input into when they do stuff like that?

*Answer:* Yes, we do. And we do provide support and we are well supported by our colleagues in this organisation and we provide advice on that and we can certainly look sort of like on a case by case basis on how far and wide we go with the start work notice. Sometimes it's an effective way of reaching people sometimes actually it can be more effective to pop something up on Facebook page for example. So maybe that's something we can take a closer look at in the coming months on how we're using that, because we really need to make sure, as I said, biggest bang for buck sometimes printing stuff and popping it through someone's letter box just doesn't cut it.

*Cllr Yani Johanson:* I mean the community feedback that I get is when something directly impacts on someone's thing like property access, having something to the letter box is really important.

*Answer:* Absolutely. And in that instance, I would expect them to have something. It's the wider field ones where potentially impacting them if they consider going down that street, but they don't live on it. That would be a different conversation.

*Cllr Aaron Keown:* Yeah, a couple of questions are mainly around the apathy or lack of people that we hear from not so much the ones we do hear from because I'm sure most of us could list 50 submitter we'll get on the LTP or the annual plan every year. So the two questions are....

One is around it would be good to know as a number and it to become public, how much our submissions each year - you said there's 53 I think for the year was that how many?

*Answer:* That was 53 consultations. We'll well exceed that for the coming year, but.

*Cllr Aaron Keown:* Yeah, because it's an LTP. Yeah. So it'd be good to know the cost of the 53. And then you've got 12000 plus submitters, what it actually costs per submission, because then we've got that argument, we can go back to out to the public and say yes, we have to consult, but as a public, you're wasting all this money because we're hearing from the same people and there's a whole lot of others we're not hearing from. So, you know, kind of a bit of reverse spin there.

*Cllr Aaron Keown:* And then the other one is the same on the LTP is, can we market this coming LTP given the financial situation we're in and write "tell us how you don't want us to spend your money" rather than the other way round because we get everyone coming and telling us what to spend money on. But we don't hear from - they'll come up to us in a bar or a supermarket or something, and whinge and complain but they don't come in here and do it and we need them to. And so, say, to the public, "tell us how not to spend your money". And I'm saying that because we might get a whole lot more submitters we don't hear from rather than more of the same and we haven't got all afternoon, so I won't list them all.

*Answer:* Leave that one with me. That might need a tiny bit of word smithing, but I certainly understand the intent.

## **Question**

*Cllr Andrei Moore:* Just wondering how the Tik Tok's going?

*Answer:* Early days.

*Cllr Andrei Moore:* And getting the, you know, TikTok dances from Mayor Mauger?

*Answer:* We haven't yet extended the invitation. We'd like just to grow a little bit of support first. We'd like some subscriber numbers yet so early days on that one, I'll let you know when the first Tik Tok goes up.

*Cllr Andrei Moore:* I don't actually have TikTok but am interested to see how it goes. There's some Councils putting out some pretty engaging stuff which is pretty cool.

*Cllr Tyrone Fields:* I know you've been doing a lot of work with the likes of Disabled Persons Assembly and People First and that sort of stuff in terms of workshops and plans to provide easy read kind of things. Are you able to like do that within the sort of existing budgets? I mean like there's more and more communities to engage with. Like how does that look like in terms of expanding or you know increasing your resource to be able to reach those different communities and diverse communities, is that a challenge?

*Answer:* It's a challenge, but it's one that I think we're able to respond to with our current resourcing. So again we're able to draw on project funding if we require specific resource. That face to face resource, though of course does sit within my team. It's the connections that we're making, the relationships that we're making and also setting a bit of expectation around the types of engagements where we go and make sure that we have heard from a diverse audience. So LTP for example, will be one we will absolutely be doing an easy read and making sure that we have the resources there. So we have accessibility is not an issue.

*Cllr Celeste Donovan:* In terms of the Community Board information can you just explain a bit more around what the strategy will be to make sure that we've got sufficient Comms going around the lot more localized issues. I know, for instance in our Community Board at the moment we don't have any public facing information outside of consultations because we don't have a newsletter that's been put out yet. So I know that there's been some delays, but what's the strategy going forward to make sure that it's not just the sort of metropolitan focus, but we can localise issues as well?

*Answer:* So we're working closely with your governance teams on an approach that makes the most of our new engagement platform Social Pinpoint. As I said I'm getting a little ahead of things here, but you are going to be fully briefed on the opportunity that that provides and that will give you that kind of like local communication, local engagements, are sort of like a one stop shop, a site for where people can go to find out everything about your board.

*Cllr Celeste Donovan:* And as part of that, so you'll be seeking feedback on where some of the gaps might be?

*Answer:* Well, we are certainly getting that from your governance teams. So if that's something that you could send through to them, that would be fantastic because we are working very closely with them literally at the moment on this very thing. So if there's some gaps there that you would like to see filled, can I encourage you please to work with your governance team and they can pass that information on to us.

*Cllr Celeste Donovan:* Final question. Is there a sort of sufficient funding to make sure that some of the work that might be moving to community boards in terms of managing newsletters and things,

they've got sufficient resourcing to take on those additional tasks? Because if that was previously managed within sort of teams here and now Community Board governance teams are taking on that workload that they've got the resource in place?

*Answer:* So again, I think it's probably working smarter with what we've got and the technology that we've got. So the newsletters that we did previously were electronic. What we're proposing is another digital solution to this that we are hopeful is going to be resource light, not resource intensive and will achieve a better outcome than potentially they ... they were at times sporadic newsletters depending on you know which board we're talking about. So yeah, just give me another month, Councillor Donovan, give me another month and we'll be there to show you something.

### **Action 3.9**

*Cllr Kelly Barber:* I think you guys do an amazing job with your team and your resources to inform people and I've always found the website fantastic. One of the things that I value the most are the media queries, which come from your department. So painstakingly answered questions of journalists, etcetera. And you do a really, really good job of that. It's very, very informative for me as a new Councillor. I just wondered if you could comment on things like the practicality of answering things like letters to the editor. I know we can't control everything that is said about the Council, however, I see a lot of very stupid letters in the press and I see that they exist in a vacuum there that there's no answer and they hang out there without being held up to the light of the facts, you know. And yeah, I know I can respond and I'd love to but it would take some time. Have you got any thoughts about that? Cause I feel like that undoes a lot of the good work that we do, is that there are some very stupid letters, stupid ideas hung, ill informed, you know, kind of hung out there and not answered in any way, shape or form.

*Answer:* So we don't directly respond to letters to the editor. However, there are options available to us and obviously the Mayor can do an opinion piece if required. What we do tend to do is use our other communication channels to respond to that. So if we can see something's getting a bit of a head of steam, then that's when we might say "rightyho, time for a news line article, time for a Facebook post, time to push it out through the generals that we do have available to us. And that's how we would do it rather than go head to head in a letter situation.

*Cllr Victoria Henstock:* It appears that there's just constantly increasing demand on your team and on the services and the resources, and it must be an ongoing challenge to manage that appropriately. We're heading into a really difficult long term plan with significant financial headwinds. I'm really interested to know, if you were required to prioritise, how and where would you do that?....

I'm happy for you to go away and think about that, but you know this is ...we're heading into a period where we may just not be able to do it all, and if there were some things that you were required to reprioritise, is there anything, how would you do that?

*CE Dawn Baxendale:* While Katy is thinking how about if I help... which also might deal with the question that I've got, which is more a case of expressing your opinion, please... And we and you've described it, the volume and nature of our engagement and consultation is exponentially growing. And we consult on practically everything, that our communities often feel and say "we don't want any more consultation. We actually just want you to get stuff done." So that aspect of the question of getting the balance right, good quality engagement and consultation rather than for the nth

degree to get the same answers and what's your view around the aspect of how can we get that into a controllable method that genuinely delivers results for Councillors and Council.

*Answer:* So we're definitely looking at the significance and engagement policy, that's one that's going to be coming up for review fairly shortly. Another area that we can possibly provide some advice back to you is on delegations because obviously if there is a delegation there that says that there's a decision, then that triggers some level of consultation or engagement. Certainly an area of focus for Tessa [Manager Engagement] and her team, and it's a great shame she's not here to talk to this, but it's around early engagement - what we can do at the beginning of the conversation - which means that we have a greater understanding of community views and preferences, which means that we don't have to go to the extreme consultation level engagement further down the track. Now we're already seeing some advantages in that and a lot of the stuff that we're doing with playgrounds, for example, and in parks, we are changing the focus on how we do that. It ends up with a better result for the community. It doesn't necessarily mean a reduction in resource for the unit, and I do have to make that point. What we're doing is shifting where the focus is. So it's not about doing less, it's just doing more in that early engagement phase and less, then, in the consultation phase. And there's all things that we're considering. We have high hopes for our new software platform that is definitely changing the way things are going. And we also have, I guess, some avenues we'd like to explore with you around expectation setting; around how we manage the expectations of communities and to a certain extent to Elected Members around to the extent of the engagement and consultation that is required, particularly for some of our smaller projects. Now, it goes without saying for our bigger projects, it's an all singing or dancing show, but there are some smaller things where we could possibly try a different approach and that would require your support and the support I guess of your communities and your help in getting that.

*Cllr Melanie Coker:* I just had a question around the levels of service and the one about engagement where it mentions about the languages at 4.1.10.5.

*Answer:* So that's the 14 languages. We nailed that, like a couple of years ago, it just sits there. It's not doing anything. It's a duplication. So what we're actually proposing, it's around diversity and inclusion, that level of service we're proposing remove that one and replace it with one that's actually has something a little bit more tangible and meaningful that we can drill into who we're hearing from and some of our harder to reach communities. So something that's sort of like, "is the website capable of being translated" is just not a fantastic indication of our diversity inclusion, are we making sure access for all? And So what I proposed there and the levels of service hopes to address that.

*Cllr Melanie Coker:* But I guess what I wanted to check is it will be still able to be translated?

*Answer:* Yes, absolutely. And even more so. So social pinpoint also doubles down on it even more with what we believe is even better software. But our standard website absolutely still has that, it's certainly no reduction, it's just achieved. Now we move on to something else.

*Assistant CE Lynn McClelland:* So I'd like to thank Councillors for raising some of the real challenges in the communication space with multiple channels. There's a never ending demand for a better and more meaningful communications. One of the things that we are working on and Katy has mentioned one or two is, how do we use technology to automate and make it faster for people to self-serve which then enables us to reprioritise and put resources into more challenging engagements. So examples would be: Improving the Community Board websites and engagement, social pinpoint, the recent release of the rec and sport website means that a lot more people can self-serve and that has been a culmination of pretty much 18 months of work. Now, the ongoing

requirement for support and resourcing is not of the same nature, so we can re-deploy that resource into what the next challenge is. So it's a constant review of how we're applying resources to the highest priority activity.

**Briefing concludes**