

**COMMUNITY, RECREATION AND CULTURE  
COMMITTEE  
AGENDA**

**TUESDAY 21 AUGUST 2012**

**AT 2.30PM**

**IN COMMITTEE ROOM 2 CIVIC OFFICES, 53 HEREFORD STREET**

**Committee:** Councillor Yani Johanson (Chairperson),  
Councillors Peter Beck, Helen Broughton, Tim Carter, Barry Corbett, Jimmy Chen, Jamie Gough,  
and Glenn Livingstone (Deputy Chairperson).

**General Manager  
Public Affairs**  
Lydia Aydon  
Tel: 941-8982

**General Manager  
Community Services**  
Michael Aitken  
Tel: 941-8607

**General Manager  
Strategy and Planning**  
Mike Theelen  
Tel: 941-8281

**Committee Adviser**  
Liz Blayney  
Tel: 941-8185

**PART A - MATTERS REQUIRING A COUNCIL DECISION  
PART B - REPORTS FOR INFORMATION  
PART C - DELEGATED DECISIONS**

**INDEX**

- PART C 1. APOLOGIES**
- PART B 2. DEPUTATIONS BY APPOINTMENT**
- PART A 3. COMMUNITY BOARD RESOURCES FOR EARTHQUAKE RECOVERY**
- PART A 4. REPORT FROM THE CHAIRPERSON OF THE SPREYDON/HEATHCOTE COMMUNITY BOARD -  
ADDINGTON COMMUNITY HOUSE INCORPORATED - MANUKA COTTAGE**
- PART A 5. COMMUNICATIONS AUDIT REVIEW**

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 1. APOLOGIES

Nil.

### 2. DEPUTATIONS BY APPOINTMENT

- 2.1 Phil Clearwater, Chairperson of the Spreydon Heathcote Community Board, regarding Clause 3 – Community Board Resources for Earthquake Recovery.
- 2.2 Phil Clearwater, Chairperson of the Spreydon Heathcote Community Board, regarding Clause 4 Addington Community House – Manuka Cottage.

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 3. COMMUNITY BOARD RESOURCES FOR EARTHQUAKE RECOVERY

<b>General Manager responsible:</b>	General Manager Community Services, DDI 941 8607
<b>Officer responsible:</b>	Community Support Manager
<b>Author:</b>	Carolyn Gallagher, Unit Manager Community Support

#### PURPOSE OF REPORT

1. This report provides a response to the following Council resolution of 26 June 2012:
  - (a) *That the Council get an urgent report back on the provision of support for community boards as per the Community Board Chairpersons' deputation to the Council and submission to the annual plan.*
  - (b) *That the Council include an additional \$300,000 for the 2012/13 year to support earthquake response at community board level.*

#### EXECUTIVE SUMMARY

2. A "Community Board Communications Adviser" to be contracted for the 2012/13 year to supply content for seven ward based web pages. Working with the Community Board Advisers and Community Boards, this Communications Adviser would supply ongoing, current information on these web pages to include the latest news on Council activities, including earthquake recovery, in each Ward, for example the current status of the Facilities Rebuild Project, the latest Stronger Christchurch Infrastructure Recovery Team (SCIRT) repairs, Canterbury Earthquake Recovery Authority (CERA) updates etc, agendas for the local Community Boards, contact details for the local Community Board, Council and Community Board activities, projects and events.
3. Community Earthquake Coordinators to be contracted for the 2012/13 year to report on progress of community projects or initiatives in relation to earthquake recovery, presenting findings to senior management, community boards, council and other council units as directed by the team leader and also to participate in community support and council wide projects as appropriate.

#### FINANCIAL IMPLICATIONS

##### **Do the Recommendations of this Report Align with 2009-19 LTCCP budgets?**

4. Yes. The Council has already resolved to make provision for \$300,000 in the 2012/13 Annual Plan for the purpose of supporting earthquake response at community board level.

#### LEGAL CONSIDERATIONS

##### **Have you considered the legal implications of the issue under consideration?**

5. Yes. There are no legal implications arising from the recommendations of this report.

#### ALIGNMENT WITH LTCCP AND ACTIVITY MANAGEMENT PLANS

##### **Do the recommendations of this report support a level of service or project in the 2009-19 LTCCP?**

6. Yes, specifically Democracy and Governance – City Governance and Decision-making, with reference to staff support and advice to elected members. Community Support, Yes - see page 172 in the LTCCP.

#### ALIGNMENT WITH STRATEGIES

##### **Do the recommendations align with the Council's strategies?**

7. Strengthening Communities Strategy 2007 Goal 1, 2, 3 and 4.

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 3 Cont'd

#### CONSULTATION FULFILMENT

8. There have been ongoing discussions between staff and the Community Board Chairpersons over the past few months on the issue of local recovery and resources for the Boards' role in that recovery. The specific recommendations of this report are to be discussed at a Community Board Chairpersons and Staff Forum held on 27 July, and as this report will be completed prior to that Forum the Chairpersons' feedback will be reported separately to the Council.

#### STAFF RECOMMENDATION

It is recommended the Committee recommend that the Council agree to the following expenditure from the \$300,000 set aside in the 2012/13 Annual Plan to support earthquake response at Community Board level:

- (a) \$75,000 for the employment of a Community Board Communications Adviser to 30 June 2013.
- (b) \$225,000 for the employment of Community Earthquake Coordinators to 30 June 2013.

#### CHAIRPERSONS RECOMMENDATIONS

That the Committee recommend that the Council agree to the following expenditure from the \$300,000 set aside in the 2012/3 Annual Plan to support earthquake response at Community Board level:

- a) \$300,000 for the employment of Earthquake Recovery Community Advocates
- b) Noting that the impact of the earthquake has been much worse in some wards than others, that the advocates be allocated to Community Boards on the following basis:
  - 1 full time employee – Burwood-Pegasus
  - 1 full time employee – Hagley-Ferrymead
  - 1 full time employee - Spreydon-Heathcote / Lyttelton-Mt Herbert
  - 1 full time employee - Riccarton-Wigram / Shirley-Papanui / Fendalton-Waimari
- c) That Committee note that given the significance of these positions, that they report directly to the General Manager of Democracy Services. This would recognise that these new roles need to be at a higher level than under the Community Support unit.
- d) That the Position Descriptions be adopted following feedback from Community Boards Chairpersons.
- e) That the Committee note Council currently has extensive communications resource to provide support to Community Boards and that it requests this occur through the redirection of existing Communications staff.
- f) That Council staff extend involvement in the LERC meetings to elected members.

#### BACKGROUND

9. At the Council meeting of 15 March 2012 the Community Board Chairpersons presented a report on the issue "Achieving Best Practice for Christchurch's Community Boards to Develop Community Wellbeing Coordination in Post Earthquake Recovery". The Board Chairpersons recommended that the Council adopt the Christchurch Community Boards' Plan 2012 as follows:

- "i) *Urgently obtain local Service Centre facilities, including Community Board meeting rooms accessible to the community where none exist at present*

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 3 Cont'd

- ii) *Community Boards be resourced to develop Ward Community wellbeing coordination in post earthquake recovery; assessing local needs, implementing recovery from Ward Profiles, focusing on Ward facilities and strengthening social wellbeing in a community centred recovery*
  - iii) *Empower the work of the Boards by providing Ward Community Board Earthquake Recovery Coordinators and increase responsibility to roles aligned to this initiative at Service Centres so Boards can be proactive to lead public participation in shaping the recovery in local areas*
  - iv) *The Ward Community Board Earthquake Recovery Coordinators could be partially funded through a partnership with CERA*
  - v) *The emphasis of staff at service centre level should be on effective implementation of locally centred decision-making reflecting s52 of the Local Government Act."*
10. Seven of the eight Community Boards supported the above recommendation. After discussing the report the Council resolved that "Community Board Chairpersons and the Mayor/Deputy Mayor urgently meet with the General Manager Community Services and the General Manager Regulation and Democracy Services to discuss a way forward and report back to the Council at the 5 April 2012 Council Meeting".
11. The Mayor, Deputy Mayor and General Managers met with the Community Board Chairpersons on 23 March and 20 April 2012. The Board Chairpersons were asked to identify their priorities for earthquake recovery in their wards so that staff could assess whether there were any gaps in support provided to the Boards and the latter's local communities around recovery issues. Over 100 priorities were raised by the Board Chairpersons in response to that request, and staff have responded to the Boards on most of those issues to indicate whether or how they are being addressed, however there were some issues that did not relate directly to earthquake recovery. These responses have been provided either directly to the Board Chairpersons (in April) or via the responses to the Boards' Annual Plan submissions (in June). There remains a small number of issues that staff are still working through, which have been placed on the monthly resolutions tracking table.
12. At the time of the Draft Annual Plan hearings, staff had not yet reported back to the Council on its resolution outlined in paragraph 13, as discussions were still continuing with Board Chairpersons on identifying their specific priorities and whether additional resources were needed or whether staff could assist within the current recovery framework and resources. Some initiatives have been underway over the past few months to partially address the Board Chairpersons' concerns; specifically in the areas of local recovery coordination, and communications. More details are provided below.
13. **Attachment 1** of this report contains the submission of the Community Board Chairpersons on the Draft Annual Plan. Key themes raised by this submission, and that of many of the Board recovery priorities that the Chairpersons have previously provided to staff, are addressed below.

### **Request for Additional Resources for Ward Coordination**

14. The Chairpersons have called for the "development of more detailed Community Board strategies and coordination of action in their communities and at street level for post-earthquake recovery, redesign and redevelopment". The Chairpersons have requested a "decentralised structure with ward based action", and funding of "ward based dedicated earthquake recovery coordinators", for community led recovery.
15. Currently there are centralised recovery frameworks in place for key Council or CERA initiatives such as the Council Facilities Rebuild Plan, the SCIRT work programme, and CERA's Community Resilience Programme (implemented through the CERA Engagement Strategy and Framework). Council's resources – staff and finance – are currently committed to working within these frameworks, which ensures prioritisation of resources on a city wide basis. This approach is not "top down"; rather local communities including Community Boards have and will

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 3 Cont'd

continue to have, multiple opportunities for to input their views and priorities into future plans. It is acknowledged that gaps are emerging as frameworks are coming into place.

16. Currently there are a number of locally based staff at Service Centres that work with the Community Boards to advise and support them on their advocacy and decision-making roles.
17. CERA has recently appointed local Relationship Managers whose role is to:
  - help build and support community capacity, resilience, confidence and leadership so local communities can play a key role in recovery
  - encourage widespread participation by neighbourhoods and communities' in planning, leading and implementing their own recovery
  - ensure effective coordination of psychosocial support to vulnerable people.
18. Local earthquake recovery coordination meetings (LERC) have been set up by CCC staff. The purpose of these monthly meetings is to share information, coordinate and feed information back to the Community Boards and CCC/CERA on matters relating to earthquake recovery coordination in each ward. The meetings provide opportunities to identify potential projects or activities for collaboration/follow-up that the Boards are interested in, alert staff and Boards to issues, and provide updates. These meetings have started and Board Advisers are reporting back to Boards on issues discussed or actioned. A key intention is for these meetings to identify any gaps in recovery efforts that are not being addressed.
19. The Strengthening Communities Advisory staff currently have a range of activities underway in wards that are focused on building community resilience and recovery. Engaging in the community is a high priority and to this end the Community Support Unit have documented and mapped local profiles in 54 zones across Christchurch board areas, in addition sector based profiles have been produced such as older adults, disabilities, multicultural, children and youth, safety and arts. The profiles measure various demographics, social networks, pre and post earthquake issues and social capital. They are a resource to prioritise key information about local Christchurch communities and a framework to measure wellbeing, social capital and resilience at a local level and a tool to inform decision makers. The profiles build a detailed picture of what Christchurch communities experienced post quake and determine what needs to be done.
20. Staff are also currently working on a plan to bring a series of Community Conversations to a number of locations across the city. These conversations will enable the community and community boards to highlight risks and opportunities and give leaders within these communities a focus on recovery efforts. It is intended that the Community Conversation will supply information to be integrated into Community Ward Profiles.
21. After reviewing all of the priorities for recovery expressed by the Community Board Chairpersons, and taking into account the work that is currently underway by Council staff. Staff perceive there are key areas that require further consideration on whether additional resources are needed:
  - (a) More targeted information/communications at a Ward level on the Council's recovery activities:
    - A key theme running through the Board Chairpersons' recovery priorities is one of communication; the need for more timely, up to date information on recovery activities at a Ward level. There is a considerable amount of information to elected members that is available from CERA, the Council and other agencies involved in recovery. Much of it is received by email or on the Council's agenda papers and it can be difficult to keep track of developments, particularly those that have an impact at a Ward level.
    - Staff have recently refreshed the content of the Elected Members Intranet to ensure it includes up to date information on earthquake recovery and other key Council activities. Staff have also refined how Boards can provide regular local updates for the public to be published on the Council's website, on the relevant Community Board page.

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 3 Cont'd

- What has not yet been actioned due to resource constraints is pulling together all of the recovery information on a Ward specific basis. A significant amount of time would be required for staff to pull this information together. It is therefore proposed that resources for that purpose be funded by the \$300,000 set aside in the Annual Plan 2012/13, as follows:
    - (i) "Community Board Communications Adviser" to be contracted for the 2012/13 year to supply content for seven ward based web pages, at a cost of \$75,000
    - (ii) Working with the Community Board Advisers and Community Boards, this Communications Adviser would supply ongoing, current information on these web pages to include the latest news on Council activities, including earthquake recovery, in each Ward, for example the current status of the Facilities Rebuild Project, the latest SCIRT repairs, CERA updates etc, agendas for the local Community Boards, contact details for the local Community Board, Council and Community Board activities, projects and events.
  - Employing this additional communications resource as outlined above will be a positive step in terms of addressing some of the findings of the Communications Audit that relate to accessibility and usefulness of information for the public.
- (b) A lack of coordinated information in relation to the local earthquake recovery to community boards and elected members:
- Local earthquake recovery coordination meetings (LERC) have recently been set up by the Council's staff. The purpose of these monthly meetings is to share information, coordinate and feed information back to the Community Boards and the Council/CERA on matters relating to earthquake recovery coordination in each ward. The meetings provide opportunities to identify potential projects or activities for collaboration/follow-up that the Boards are interested in, alert staff and Boards to issues, and provide updates. These meetings are limited by the scope of who is invited.
  - 
  - An option to further improve communication could be the employment of Community Earthquake Co-ordinators attached to the Community Support Unit to cover all Boards to facilitate a clearer information flow. While it is important for the success of ongoing coordination that these staff are co-located it is envisaged that most of their time would be focused at ward level. It is therefore proposed that resources for that purpose be funded by the \$300,000 set aside in the Annual Plan 2012/13:
  - Employing Community Earthquake Co-ordinators will make possible the ability to give monthly written and verbal updates to the board on progress and plans from external agencies including MOE, SCIRT, NGO sector, CERA, EQC, Insurance and also extra resource to collate internal projects.
  - Dedicated staff to collate this information will mean faster responses to Board requests that relate to Earthquake recovery, including a single point of responsibility for following up on Board resolutions that relate to the recovery.

## Submission: Christchurch City Council

**On: Draft Annual Plan 2012- 2013**

**By:** Community Board Chairpersons of the Christchurch City Council

Linda Stewart	Burwod Pegasus
Val Carter	Fendalton Waimari
Bob Todd	Hagley Ferrymead
Paula Smith	Lyttelton Mt Herbert
Mike Mora	Riccarton Wigram
Chris Mene	Shirley Papanui
Phil Clearwater	Spreydon Heathcote

**Date: 21 May 2012**

**Pages:**

Contact: Phil Clearwater, Chair, Spreydon-Heathcote Community Board

Community Board Adviser, Jenny Hughey  
Ph 941 5108 email: jenny.hughey@ccc.govt.nz

The Community Board Chairpersons make the following submissions on the Christchurch City Council **Draft Annual Plan 2012-2013**.

The Community Board Chairpersons **would like to be heard** in support of our submission.

## **Request to Council for Ward based dedicated Earthquake Recovery Co-ordinators to develop Community Wellbeing**

### **1. Introduction**

#### **Progress related to Council Request for Report**

15<sup>th</sup> March 2012: Council asked that "Community Board Chairs and the Mayor/Deputy Mayor urgently meet with the general manager Community Services and the General manager Regulation and democracy Services to discuss a way forward and report back to the Council at the 5 April Council Meeting"

Discussions to date have clarified the projects requested by the Board Chairs between urgent, medium and long-term on a ward by ward basis. Then this can be seen as governance business case.

Other improvements we understand are being considered :  
A software for a system to track key issues is to be investigated  
Information on some funding options be provided.

- Two meetings with Mayor/ Deputy , G M's, last one being Friday 13 April.
- Report has been siloed!
- Although Council asked for a Report , the only "way forward" is for Community Boards to have a Line item in Annual Plan for a **Ward based dedicated Earthquake Recovery Co-ordinator**.



- CERA & CCC (Strengthening Communities Team) are using a centralised model-top down not bottom up. We believe there is a case for both.
- Community Boards, who work at the interface between the organisation and the community, are well placed to advise Council about these issues on a Ward by Ward approach .
- Supported by: Sir Peter Gluckman ( the Prime Minister's chief scientific advisor ): "Local governance, empowerment and ownership have been shown to facilitate recovery".
- Prof. Bruce Glacovic recovery studies "The importance of local leadership, ability to act, and knowledge of what to do is essential to assist recovery.
- Many Staff responses received only refer to issues being resolved by Council Units. Many of the urgent projects requested by the Board Chairs require a "hands on" liaison and a community development approach.
- The time taken to date epitomises the very problem Community Board Chairs have raised: we often wish to resolve a problem which should have a simple solution instead of requiring hours of going through bureaucratic processes hindered by a silo effect.

## 2. Implementing a "Canterbury Can Do" Approach

- Currently there are real constraints on having a community recovery ward-based. The challenges are huge; some are urgent and some are long-term
- Chairs still want to see a "Canterbury Can Do " approach. We urgently need a Rapid Response.
- We urge Councillors to join us in a "can do" approach by supporting the funding of Ward based dedicated Earthquake Recovery Co-ordinators to assist residents to achieve constructive, workable , potential solutions. ie a community led recovery which empowers local people
- Each Ward is different : different communities and needs. Differences- sharply brought into focus by the impact of the earthquakes.

(The Community Board Chairs will outline the urgent projects.)

## 3. Changes required: What needs to happen and how it can be done:

- Decentralised structure with ward based action.
- A Staff member based at each Service Centre - assess needs of ward residents, working with and supporting new community groups
- Recovery = community redevelopment - carefully fast tracked.
- Empowering a people centred recovery using a community development model, including advocacy

## 4. Results

- Recovery Plans will be localised, address distinctive needs and develop community centred solutions
- The village concept will be developed – community hubs – will strengthen the way ChCh is developing
- A well co-ordinated network of ward contacts – to use in Civil Defence emergencies will be established. (urgent)

- Community Boards will be better resourced to enable us to carry out our advocacy role under the LG act

## 5. Community Board and Council partnership with CERA

- Boards are happy to work with CERA and continue to work with Strengthening Community teams.
- Strengthening Communities Teams are already fully stretched
- We support CERA's development to have Community Relationship Advisors. But to be successful CERA need the Community Boards to be able to respond promptly to the community
- The approach we are requesting is entirely different from the MSD Co-coordinators who do a very good case-management approach .
  - The term required for the Ward based dedicated Earthquake Recovery Co-ordinators to assist addressing the Urgent issues may be one - two years.
  - We also need assistance to assess the extent of the emerging social and welfare issues in Christchurch that are partially known so plans are made to address these emerging issues.
  - We recommend a working party with CERA – to look at how we would work with them – need to have these discussions to develop a partnership - to achieve what will work . (Councillors, Board Chairs, CERA , Strengthening Communities staff and Ward based dedicated Earthquake Recovery Co-ordinators.)
  - Research on community development approaches show for every \$1 invested there is a \$10 return!

### Community Board Chairpersons of the Christchurch City Council

Linda Stewart	Burwod Pegasus
Val Carter	Fendalton Waimari
Bob Todd	Hagley Ferrymead
Paula Smith	Lyttelton Mt Herbert
Mike Mora	Riccarton Wigram
Chris Mene	Shirley Papanui
Phil Clearwater	Spreydon Heathcote

Note: The Community Board Chairperson of Akaroa Wairewa did not wish that ward to be included in this submission due to Akaroa Wairewa not having the same extent of earthquake damage as in the other Wards.

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

4. **REPORT FROM THE CHAIRPERSON OF THE SPREYDON/HEATHCOTE COMMUNITY BOARD - ADDINGTON COMMUNITY HOUSE INCORPORATED - MANUKA COTTAGE**
1. The matter of a replacement building for the operation of Manuka Cottage, given its loss of premises due to earthquake related insurance issues has been considered by the Spreydon/Heathcote Community Board at meetings since 24 April 2012. The Board noted that for the past 19 years it has supported the work of Manuka Cottage as a community development approach to supporting the vulnerable in the community by making a grant to Addington Community House Incorporated to cover the rent on the cottage.
  2. The Board received an oral report from Strengthening Communities staff including the following points:
    - At a special meeting earlier today of the Addington Community House Incorporated the committee confirmed that it has researched alternative premises within the Addington community, including the likely cost and has located a property which is suitable to purchase as a replacement premises.
    - The committee expressed its belief that it could move into the new premises and commence current operations within a short time period with only minor renovations.
    - The committee will approach neighbours regarding the operation of a cottage in their community.
    - The committee has approached other funders for support in securing new premises.
    - The committee needs Manuka Cottage to move out of its present temporary location due to the associated rental and daily heating costs.
    - The committee is continuing to work with other agencies to garner support in locating new premises.

### BOARD CONSIDERATION

The Board took this background into consideration together with its past resolutions, the nature of the earthquake related dislocation of Manuka Cottage from its long established premises, the advice received from a meeting with the Canterbury Community Trust and the oral report presented by Strengthening Communities staff and decided it had sufficient information to make a decision in relation to assisting Addington Community House Incorporated find a new Manuka Cottage premises.

The Board **decided** to:

- (a) Support the application by Addington Community House Incorporated to the Canterbury Community Trust for a loan to purchase a new property for Manuka Cottage.
- (b) Support Addington Community House Incorporated in purchasing a property for Manuka Cottage.
- (c) Grant \$40,000 from the Spreydon Heathcote Discretionary Response Fund 2012/2013 to Addington Community House Incorporated to assist with the purchase.

The Board **decided** to request to the Council that it:

- (d) Guarantee a loan from the Canterbury Community Trust to the Addington Community House Inc for the purchase of an alternative property for Manuka Cottage.
- (e) Alternatively that the Council allocate \$300,000 towards the purchase of a property for Addington Community House Inc for Manuka Cottage.
- (f) Negotiate with the Council on the remainder of the funds necessary to purchase a suitable property.

**Preliminary staff advice on this matter will be tabled at the meeting.**

## COMMUNITY RECREATION AND CULTURE COMMITTEE 21. 8. 2012

### 5. COMMUNICATIONS AUDIT REVIEW

<b>General Manager responsible:</b>	General Manager Public Affairs, DDI 941-8982
<b>Officer responsible:</b>	Communications Manager
<b>Author:</b>	Lydia Aydon, GM Public Affairs

1. At its meeting on 31 July, the Committee considered the Communications Audit Review and made the following recommendations to the Council:  
  
*That the Council:*
  - a) *Receive the Communication Audit Review.*
  - b) *Ask that an urgent open workshop be held prior to the matter going to full council, with all Councillors on the Communications Audit, to consider the Communications Audit Recommendations, the staff recommendations, and the Chairpersons Recommendations.*
  - c) *Agree that the No Surprises section attached is inserted into the Charter and adopted at the next full Council meeting.'*
2. These recommendations, along with the staff recommendation and the staff report will be presented to the Council at its meeting on 23 August 2012.
3. An open workshop was held on Tuesday 7 August 2012, where the Committee considered the staff recommendations as per the report presented to the committee on 31 July, and considered recommendations made by the Chairperson. The notes of this meeting are attached refer **Attachment 1**)
4. Attached are amended Chairpersons recommendations for the Committees consideration (refer **Attachment 2**, this attachment will be separately circulated). The staff recommendations are also attached (refer **Attachment 3**).

#### STAFF RECOMMENDATION

The Committee is asked to consider if it wishes to make any further recommendations to the Council in relation to the Communications Audit Review.

(Note: These recommendations will be presented to the Council for 23 August 2012 meeting by way of a memo.)

**CHRISTCHURCH CITY COUNCIL**

**NOTES OF A COUNCIL WORKSHOP**

**Held in the Committee Room 2, Civic Offices  
on Tuesday 7 August 2012 at 11am**

- PRESENT:** Councillor Johanson (Chair)  
Councillors Beck, Broughton, Chen, Corbett, Carter and Livingstone.
- APOLOGIES:** The Mayor, Councillors Reid, Gough, Button and Keown.  
Councillor Beck for lateness.
- IN ATTENDANCE:** Lydia Aydon, General Manager Public Affairs

**COMMUNICATIONS AUDIT REVIEW**

Councillor Johanson welcomed the Councillors and members of the public to the open workshop, and advised Councillors that requests had been received from journalists to record the meeting. The majority of the members present were in agreement for the recording to happen, Councillor Broughton was not in agreement.

The Councillors received a verbal presentation from Lydia Aydon, General Manager Public Affairs on the staff recommendations on the Communications Audit Review, that had been presented to the Community Recreation and Culture Committee at its meeting on 31 July 2012.

The following issues were raised by Councillors in relation to these recommendations:

**Recommendation 4**

Systematic process needed in relation to how to improve governance channels. Lydia suggested this would need to be discussed with the minister.

**Recommendation 3**

The importance of Elected Members on the Working Party team.

**Recommendation 6**

Mayoral Forum is the wrong name for this forum as it doesn't reflect the nature of it, suggest that Community Forum or Communications Forum would be more appropriate.

**Recommendation 7**

Suggest adding 'and issues raised at an early stage' to the recommendation.

**Recommendation 10**

Important to note that Councillors get information before the media.

The Councillor Johanson presented his recommendations as Chairperson of the Community, Recreation and Culture Committee.

**General points raised:**

- Internal Communications - Councillors need to be involved with planning with the executive team on a quarterly basis.
- There is a need for solid administrative support for Councillors.
- Consultation vs engagement – Engagement needs to be the default setting for the Council moving forward.

- Suggestion to set down fortnightly meetings with the Minister for Councillors.
- Working party in point one, it was suggested that names should be put forward in advance to approve at Council, and consider other stakeholders that could be involved with this at certain points.
- Open workshops should be the default unless there is a reason for them to be public excluded.

The meeting closed at 12.15pm

<b>No.</b>	<b>Audit Recommendation</b>	<b>Staff Comment</b>	<b>Staff Recommendation</b>
1.	An overarching communications strategy to inform residents about Council's vision for the city and how it is to be implemented.	Elected members, at the LTP committee, have discussed the need to revisit the vision for the city.	Recommend staff arrange a facilitated workshop for Council to agree a new vision for the city.  Recommend staff work on a draft Communications strategy to inform residents about how the vision for the city is to be implemented, and that this draft strategy be brought back to the Community, Recreation and Culture Committee.
2.	A communications plan to explain the council's thinking, its programme of decision making, the rationale behind decisions and how they were made.	Staff will review the effectiveness of the Your Council your Voice materials.  Staff support the preparation of a communications plan that addresses the key findings of the residents survey that show the public do not understand how Council decisions are made.	Recommend staff prepare a communications plan to explain the council's programme of decision making, the rationale behind decisions and how they were made, and that this draft plan be brought back to the Community, Recreation and Culture Committee for discussion by October 2012.
3.	Ensure the Public Affairs Group is responsible for prioritising and managing council-wide communications activity by rethinking the shared service model for Public Affairs and related budgeting and planning processes for marketing and public relations activity		Recommend that the General Manager Public Affairs review the operation of the shared service in discussion with the Executive Team.
4.	A recovery communication plan encompassing CERA, CCDU, the City Council, other local authorities and other recovery agencies, using international disaster recovery communication and expertise.	CERA, as the government agency tasked with leading the recovery of Christchurch, is already working on a cross-agency public education programme.  Council staff work closely with CERA staff at all levels and have good contacts with other agencies.	Recommend staff continue to work closely with CERA.
5.	An engagement strategy that sets measurable objectives for both management and elected members to interact with, listen to and respond appropriately to the Council's key stakeholders.	Communication and consultation staff propose preparing a draft engagement strategy using learnings from the successful Share an Idea community engagement initiative.	Recommend staff prepare a draft engagement strategy with input from community boards, by October 2012, for discussion with the Community, Recreation and Culture Committee.

<b>No.</b>	<b>Audit Recommendation</b>	<b>Staff Comment</b>	<b>Staff Recommendation</b>
6.	Provide Unit Managers and their frontline staff with training in customer service and in building community relationships.	<p>A customer service excellence programme run by HR for all staff began in 2009 but was put on hold due to the earth quakes. It was recently restarted.</p> <p>The programme aims to embed Council customer service principles and standards across the organisation, to help improve customer service.</p> <p>Some areas of the Council, including the Consenting team, now have a specific customer service strategy targeted at their work.</p> <p>The recently introduced call recording system in the call centre which also records the 'handshake' to back office staff is also helping to highlight to these staff where customer service can be improved.</p>	Note that staff will continue to roll out the customer service excellence training to all staff and ensure it reflects the findings of this audit.
7.	A no-surprise process for ensuring councillors and community board chairs are briefed prior to the public release of information.	<p>A No Surprises Policy for staff and elected members is being developed as an Appendix to the Charter.</p> <p>The elected members intranet has been revamped and turned into a one stop shop for the latest information on earthquake recovery and other Council initiatives.</p> <p>An action has been included in the performance plans for all Communication Advisers to: "Ensure elected members are informed of relevant communication activities".</p>	Note that staff will continue to monitor the effectiveness of the initiatives in place to ensure elected members are kept informed of Council activities.
8.	Reinstate the mayoral forum (or a similar stakeholder forum) so that elected members can re-engage with stakeholder groups outside periods of formal consultation.	Staff have discussed this with the Mayor and he would like to engage with stakeholder groups on a regular basis, similar to the business breakfasts that were held prior to the earthquakes.	Recommend staff set up regular Mayoral stakeholder meetings.



<b>No.</b>	<b>Audit Recommendation</b>	<b>Staff Comment</b>	<b>Staff Recommendation</b>
9.	Ensure that Councillors have responsibilities that enable them to speak formally on specific portfolio matters and engage in a more trusting relationship with staff on specific portfolio matters.	With the adoption of four new committees, committee Chairs are authorised to make statements within the terms of reference of their committees as outlined in the Charter.	Note that the new Committee structure gives Chairs responsibilities to speak formally on portfolio matters and engage with staff on these matters.
10.	Apply consistent standards of timelines and substance in responding to requests for information.	<p>A process for dealing with Councillor requests is outlined in the new Charter.</p> <p>Other requests are handled under our customer service core standards which outline that staff will return a voicemail call within one working day and respond to written enquiries within ten working days. All Official Information Act (OIA) requests are to be responded to within 20 working days.</p> <p>Staff will initiate a process for monitoring requests to ensure they are responded to in a timely manner.</p>	Recommend that staff initiate a process for monitoring requests to ensure they are responded to in a timely manner.
11.	Improve current council project and event planning by combining marketing and communication plans into a single plan. Ensure all plans have measurable objectives that can be reported on.	The Communications Manager and marketing manager have actioned this recommendation and it will be included in their performance plan for the coming year.	Note that staff have actioned the recommendation to combine all marketing and communications plans into a single plan and ensure all plans have measurable objectives that can be reported on.
12.	<p>Significantly improve the Council's online communication tools to provide ratepayers with more direct access to information about council decision making and services.</p> <p><i>Continued over ...</i></p>	<p>The current ICT strategy prioritises improvements to online customer self service.</p> <p>A project is currently underway that will enable customers to lodge a consent application, pay online and then follow its progress online.</p> <p>Another project is underway that will enable all council business units to write and update website content in their unit's area in a more efficient and quicker way.</p>	<p>Note that staff will continue to roll out online customer self service projects as prioritised in the IM&amp;CT strategy.</p> <p>Recommend the Committee set up a working party to look at possible options for making it easier for the public to access information on the web, including ward based web pages for the public to access specific local issues and council projects.</p>

<b>No.</b>	<b>Audit Recommendation</b>	<b>Staff Comment</b>	<b>Staff Recommendation</b>
	<b>12. Continued</b>	Staff will be evaluating new technology so that we are able to present council information to the public in a more mobile way e.g. Smartphones, tablets.	Recommend staff bring a recommendation to the Community, Recreation and Culture Committee for web-streaming council meetings and options for this by September.
13.	Significantly improve response times for media inquiries by streamlining approval processes.	<p>In the past month (18 June - 17 July), 80 per cent of media enquiries were responded to within the same working day. 15 per cent were responded to the following day, and five per cent took two days or more to respond to.</p> <p>All Unit Managers have had media training and have the authority to respond to media enquiries.</p> <p>The Communications Manager will produce a documented process for streamlining media inquiry response time and will review the media policy to ensure it emphasises prompt response times and includes the appropriate spokespeople.</p>	Recommend staff produce a documented process for streamlining media inquiry response time by September 2012.