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**Waipa District Council - LGOIMA response - CRLG00175/25 - Media education training**

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**From** Official Information <Legal-Corporate-Services@waipadc.govt.nz>

**Date** Thu 05/06/2025 11:01 AM

**To** Rhys Hurley <rhys@taxpayers.org.nz>

Kia ora Rhys,

Thank you for contacting Waipā District Council.

We have assessed your request for information under the Local Government Official Information and Meetings Act 1987 (LGOIMA).

We can inform you that there has been no media training held at this stage so Waipā District Council currently have no provider or content information to provide.

If you have any questions, please contact us on 0800 924 723 or by email at [officialinformation@waipadc.govt.nz](mailto:officialinformation@waipadc.govt.nz) quoting the reference number assigned to this request, CRLG00175/25.

You have the right to request the Ombudsman to investigate and review this response. The address for the Office of the Ombudsman is PO Box 10152, Wellington 6143 or you can email [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

Kind regards,

LGOIMA Response Team  
**WAIPĀ DISTRICT COUNCIL**

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**From:** Rhys Hurley <rhys@taxpayers.org.nz>

**Sent:** Tuesday, 3 June 2025 1:51 pm

**To:** Official Information <Legal-Corporate-Services@waipadc.govt.nz>

**Subject:** Re: External Sender: Re: Waipa District Council - LGOIMA response - CRLG00135/25 - Waipa Meetings and Communications

Hi again

Just a little bit more clarification.

Looking for information on the media education training:

-Who runs this training and what it involves if information is easily accessible.

Best Regards

**Rhys Hurley**

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

**Mobile** 027 522 9136 | **Email** [rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)

**New Zealand Taxpayers' Union Inc.** | **Main** +64 4 282 0300 | 117 Lambton Quay, Wellington 6011  
| PO Box 10518, The Terrace, Wellington 6143 | [www.taxpayers.org.nz](http://www.taxpayers.org.nz)

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**From:** Official Information <[Legal-Corporate-Services@waipadc.govt.nz](mailto:Legal-Corporate-Services@waipadc.govt.nz)>

**Sent:** 23 May 2025 10:23 AM

**To:** Rhys Hurley <[rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)>

**Subject:** RE: External Sender: Re: Waipa District Council - LGOIMA response - CRLG00135/25 - Waipa Meetings and Communications

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Kia ora Rhys,

Thank you for your further correspondence. We identify your further queries as follows:

- Copy of Waipā communications strategy – copy of External Communication and Engagement Strategy attached.
- Are any positions being hired in the comms team (as listed below) or are they not included - there are currently no vacancies in the Communication and Engagement team.
- How many media releases have been sent in the last 12 months - It would take some time to pull together the number of media releases. However, they are publicly available on our website here: [News - Waipa District Council](#) and can be search on by date.

If you have any questions, please contact us on 0800 924 723 or by email at [officialinformation@waipadc.govt.nz](mailto:officialinformation@waipadc.govt.nz) quoting the reference number assigned to this request, CRLG00135/25.

You have the right to request the Ombudsman to investigate and review this response. The address for the Office of the Ombudsman is PO Box 10152, Wellington 6143 or you can email [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

Kind regards,

LGOIMA Response Team  
**WAIPĀ DISTRICT COUNCIL**

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**From:** Rhys Hurley <[rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)>

**Sent:** Thursday, 22 May 2025 12:33 pm

**To:** Official Information <[Legal-Corporate-Services@waipadc.govt.nz](mailto:Legal-Corporate-Services@waipadc.govt.nz)>

**Subject:** External Sender: Re: Waipa District Council - LGOIMA response - CRLG00135/25 - Waipa Meetings and Communications

**CYBER SECURITY WARNING:** This email is from an external source - be careful of attachments and links. Please follow the Cybersecurity Policy and report suspicious emails to Servicedesk  
Just for clarification of this request, not a further LGOIMA but can you additionally send me the Waipa communications strategy. I believe this was endorsed in 2024 .  
Additionally are any positions being hired in the comms team part of this list or are they not included and if you know off hand can you tell me how many media releases have been sent in the last 12 months?

Best Regards

**Rhys Hurley**

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

Mobile 027 522 9136 | Email [rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)

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**From:** Official Information <[Legal-Corporate-Services@waipadc.govt.nz](mailto:Legal-Corporate-Services@waipadc.govt.nz)>

**Sent:** 22 May 2025 11:47 AM

**To:** Rhys Hurley <[rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)>

**Subject:** Waipa District Council - LGOIMA response - CRLG00135/25 - Waipa Meetings and Communications

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Kia ora Rhys,

Thank you for contacting Waipā District Council.

We have assessed your request for information under the Local Government Official Information and Meetings Act 1987 (LGOIMA).

We can provide you with the following information:

- Dates and stated purposes for all closed-door council meetings held by Waipa District Council from the previous 12 months.

*We have created a table (attached above) that lists all of the Council meetings and the dates of those meetings from the past 12 months that have had public excluded items. All of our Council meetings are publicly available on our website – <https://www.waipadc.govt.nz/our-council/meetings-agendas-minutes-and-livestreams>. The meeting Agendas contain the general subject of each matter to be considered.*

- The specific grounds under the Local Government Official Information and Meetings Act 1987 cited to justify excluding the public and media from each of these meetings.

*The specific grounds under LGOIMA justifying excluding the public from an item at a Council meeting is noted within each meeting Agenda. All of our Council meetings are publicly available on our website – <https://www.waipadc.govt.nz/our-council/meetings-agendas-minutes-and-livestreams>.*

- All correspondence between Waipa District Council and the Office of the Ombudsman relating to the investigation and approval of these closed-door meetings.

*Any correspondence we hold relating to any Office of the Ombudsman investigation is not considered "official information" under LGOIMA and we will therefore not be assessing this part of your request. Please see section 2 of LGOIMA:*

**official information—**

(a) means any information held by a local authority; but

(b) does not include—

(i) information contained in library or museum material made or acquired and preserved solely for reference or exhibition purposes; or

(ii) information which is held by a local authority solely as an agent or for the sole purpose of safe custody and which is so held on behalf of a person other than a local authority; or

(iii) information contained in any correspondence or communication that has taken place between the office of the Ombudsmen and any local authority and that relates to an investigation conducted by an Ombudsman under this Act or under the [Ombudsmen Act 1975](#), other than information that came into existence before the commencement of that investigation;

- Details regarding the composition, job titles, and total salary expenditure (including individual remuneration bands) for the council's communications team members.

*Please see the following image which shows the composition and job titles for our Communication and Engagement Team:*

*The total salary payment for the Communication and Engagement Team from 1 July 2024 to 30 April 2025 was \$799,750.00. We are withholding **individual salary bands** pursuant to sections 17(a) and 7(2)(a) of LGOIMA as this is necessary to protect the privacy of natural persons and this is not outweighed by the public interest in the release of that information.*

- Internal policies or directives related to the council's engagement with local media, specifically policies addressing why the council currently only issues media releases and does not engage directly with or specific local media.

*Waipā District Council do not have any internal policies or directives related to engagement with local media, we therefore have nothing to provide under section 17(e) of LGOIMA (the document alleged to contain the information requested does not exist).*

If you have any questions, please contact us on 0800 924 723 or by email at [officialinformation@waipadc.govt.nz](mailto:officialinformation@waipadc.govt.nz) quoting the reference number assigned to this request, CRLG00135/25.

You have the right to request the Ombudsman to investigate and review this response. The address for the Office of the Ombudsman is PO Box 10152, Wellington 6143 or you can email [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

Kind regards,

LGOIMA Response Team  
**WAIPĀ DISTRICT COUNCIL**

**From:** Rhys Hurley <[rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)>  
**Sent:** Apr 24, 2025 10:14 AM  
**To:** [info@waipadc.govt.nz](mailto:info@waipadc.govt.nz)  
**Subject:** External Sender: LGOIMA

This is a request for official information under the Local Government Official Information and Meetings Act 1987 in relation to Waipa District Council's recent closed-door meetings and communications practices.

We request the following information:

- Dates and stated purposes for all closed-door council meetings held by Waipa District Council from the previous 12 months.
- The specific grounds under the Local Government Official Information and Meetings Act 1987 cited to justify excluding the public and media from each of these meetings.
- All correspondence between Waipa District Council and the Office of the Ombudsman relating to the investigation and approval of these closed-door meetings.
- Details regarding the composition, job titles, and total salary expenditure (including individual remuneration bands) for the council's communications team members.
- Internal policies or directives related to the council's engagement with local media, specifically policies addressing why the council currently only issues media releases and does not engage directly with or specific local media.

We do not wish to cause unnecessary expense or burden for your agency. Should clarification be required, please call or email. Similarly, if a request proves unnecessarily burdensome in form and we are likely to be able to adjust that request to be more specific or better suited to your information systems without losing the benefit of what is sought, please get in touch. If there is likely to be a delay in the assembly or provision of some of the information requested, please provide the balance as it becomes available.

Please specify where relevant whether costs are inclusive or exclusive of GST.

Where possible, data presented in an Excel format is preferred.

To avoid unnecessary printing and postage costs, we ask that you send a confirmation of receipt, the response, and any other correspondence related to this email address. Please

refer to "Waipa Meetings and Communications" in the subject line.

Best,  
**Rhys Hurley**

Investigations Coordinator | New Zealand Taxpayers' Union | Auckland Ratepayers' Alliance

Mobile 027 522 9136 | Email [rhys@taxpayers.org.nz](mailto:rhys@taxpayers.org.nz)

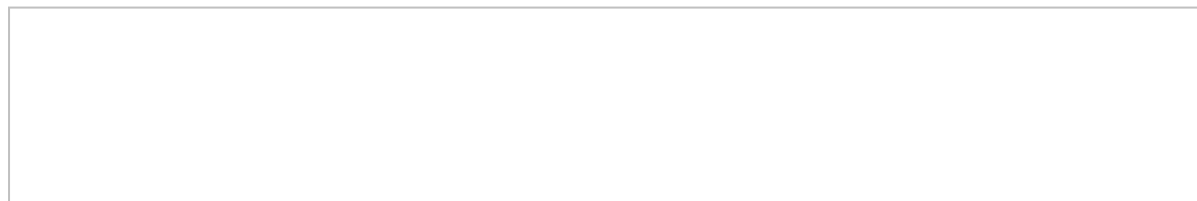
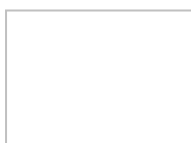
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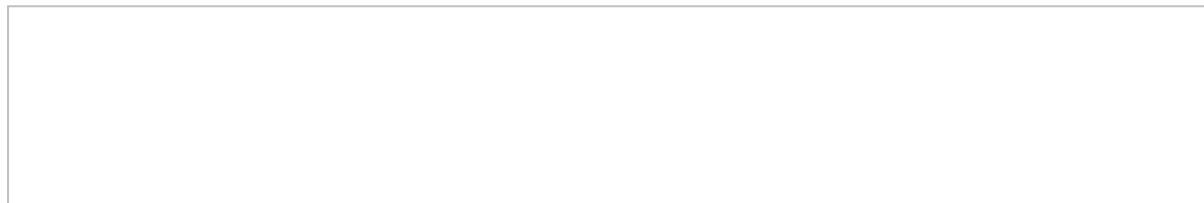
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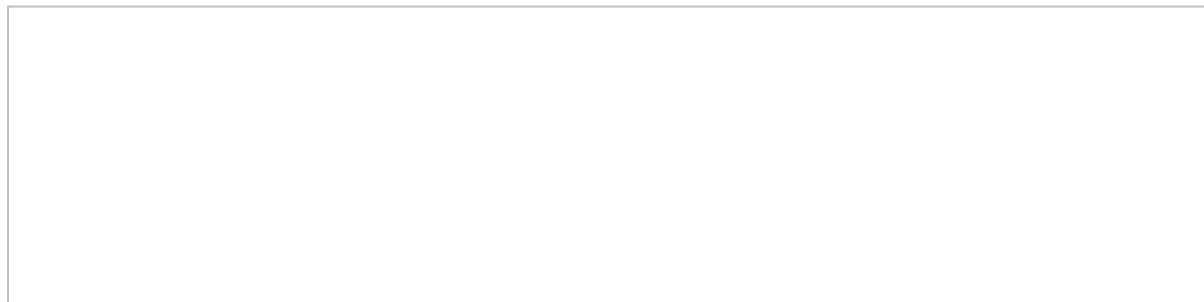
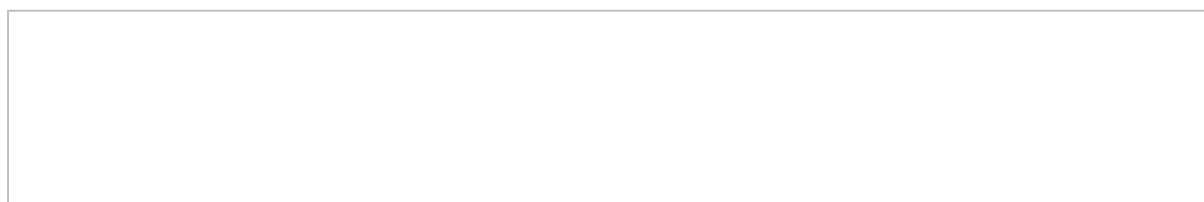
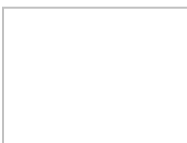
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## Job Description – Communication and Engagement Coordinator

<b>Department:</b>	Communication and Engagement Coordinator
<b>Group:</b>	Customer and Community Services
<b>Line Manager:</b>	Event and Engagement Delivery Team Leader
<b>Direct Reports:</b>	N/A
<b>Delegations:</b>	Please refer to Waipā District Council's Delegations Register for the specific delegated authorities and financial delegations that are applicable to this role.
<b>Primary Location:</b>	Te Awamutu Office but mobile between Council Offices and around the District to fulfil the Key Responsibility Areas as required.
<b>Job Purpose:</b>	This role supports the delivery of effective communication and engagement initiatives. From working with designers, booking media adverts, supporting events, publishing digital content and providing administrative support, this role will suit someone who is an enthusiastic self-starter, full of drive, initiative and creativity.

### Strategic Framework

Our Vision: Waipā Home of Champions, Building Connected Communities.

## COMMUNITY OUTCOMES



**SOCIALLY  
RESILIENT**



**CULTURAL  
CHAMPIONS**



**ENVIRONMENTAL  
CHAMPIONS**



**ECONOMICALLY  
PROGRESSIVE**

Conducting ourselves on a day-to-day basis in accordance with our core Waipā Values which are:



**BEING  
SAFE AND  
WELL  
MATTERS**



**TE PIRIPONO  
KI TE IWI  
MĀORI ME  
TE TIRITI**  
COMMITMENT TO  
MĀORI AND THE TREATY



**WE ARE  
BETTER  
TOGETHER**

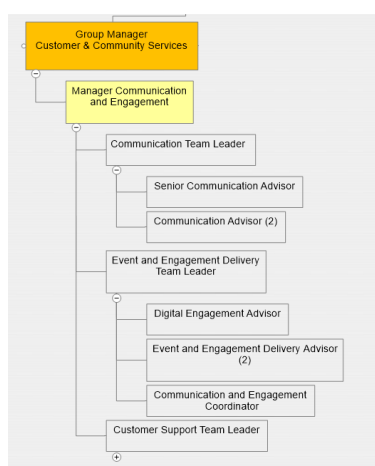


**WE  
STRIVE TO  
IMPROVE**



**WE DO  
THE RIGHT  
THING**

## Where do you fit in at Waipā District Council?



## Your House of Waipā (HoW) Key Result Areas

KEY RESULT AREAS (KRAS) <i>(Expected Responsibilities &amp; Tasks to be fulfilled)</i>	KEY PERFORMANCE OUTCOMES <i>(Performance Measures)</i>
<b>COMMUNICATION SUPPORT</b>	
<ul style="list-style-type: none"> <li>Coordinate communication and marketing collateral and tactics.</li> <li>Contribute to the ongoing development and implementation of internal communication tactics.</li> <li>Assist in the maintenance, monitoring and administration of Council's marketing and branding guidelines.</li> <li>Provide ongoing support to the Communication and Engagement team with delivery of internal and external communication initiatives.</li> <li>Be a strong team player who can multi-task and perform in a high-paced and fun working environment.</li> <li>Assist the Manager Communication and Engagement with diary management as well as day-to-day activities as required.</li> </ul>	<ul style="list-style-type: none"> <li>Projects (allocated or supported) are delivered on time, in budget and creatively.</li> <li>Advertising is booked in a timely manner.</li> <li>Collateral is delivered on time, to a high standard and with strong attention to detail.</li> <li>Strong relationships with all customers including internal staff and external suppliers.</li> <li>Manager Communication and Engagement is assisted with diary management and day-to-day duties as required</li> </ul>
<b>COMMUNITY ENGAGEMENT</b>	
<ul style="list-style-type: none"> <li>Coordinate and support the delivery of innovative and effective community engagement activities – both in person and online.</li> <li>Manage Council's community engagement calendar.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement opportunities are supported and well organised.</li> <li>Go-to person for community questions around engagement.</li> <li>Engagement planning tools are used and shared with the organisation.</li> </ul>

<b>KEY RESULT AREAS (KRAS)</b> <i>(Expected Responsibilities &amp; Tasks to be fulfilled)</i>	<b>KEY PERFORMANCE OUTCOMES</b> <i>(Performance Measures)</i>
<ul style="list-style-type: none"> <li>Develop and maintain relationships with key community groups and stakeholders.</li> </ul>	
<b>EVENT SUPPORT</b>	
<ul style="list-style-type: none"> <li>Assist with Council's events team and applications process – ensuring a customer-first attitude is held at all times</li> <li>Work with the team to pull off seamless events from start to finish.</li> <li>Assist with the District Promotion and Community Event Funds.</li> <li>Responsible for the District's street dressing programme.</li> </ul>	<ul style="list-style-type: none"> <li>Event applications are acknowledged in a timely manner.</li> <li>Jobs are escalated appropriately and in a timely manner.</li> <li>Funding application processing and reporting is completed in a timely manner.</li> <li>Street Flag bookings are run smoothly and to schedule.</li> </ul>
<b>DIGITAL COMMUNICATION SUPPORT</b>	
<ul style="list-style-type: none"> <li>Contribute to Council's digital communication channels including social media, Antenno, intranet and websites.</li> <li>Assist in the monitoring of social media messages and comments in a timely manner.</li> <li>Responsible for creative content for the Council's internal display screens.</li> </ul>	<ul style="list-style-type: none"> <li>Digital communication channels are fresh, relevant and engaging.</li> <li>Messages are responded to appropriately and in a timely manner.</li> <li>Display screens are updated regularly.</li> </ul>
<b>HEALTH &amp; SAFETY (H&amp;S)</b>	
<ul style="list-style-type: none"> <li>Actively participate in health and safety (H&amp;S) responsibilities outlined in Council's H&amp;S Management Programme.</li> <li>Follow all established work procedures with particular regard to the requirements for H&amp;S, including the use of PPE.</li> <li>Actively participate in the identifying and reporting of hazards and accidents.</li> <li>Actively participate in rehabilitation and return to work procedures following an (work related or non-work related) accident.</li> <li>Actively promotes and supports health and safety and wellbeing initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Adheres to all H&amp;S practices and rules as they relate to the position and working environment(s) and seeks out advice when unsure.</li> <li>All accidents/incidents/near misses are reported in TRAX and to the direct manager as soon as possible following the incident.</li> <li>Risks are updated in TRAX and mitigations discussed when risks are identified.</li> <li>Constructively participates in Council rehabilitation and return to work process, including the sharing of relevant information and attendance of medical appointments/assessments.</li> <li>Acts as an internal advocate for Health, safety and wellbeing initiatives.</li> </ul>
<b>CIVIL DEFENCE &amp; BUSINESS CONTINUITY MANAGEMENT</b>	
<ul style="list-style-type: none"> <li>Actively contributes to Business Continuity Management (BCM) and Civil Defence Emergency Management (CDEM) planning and implementation consistent with the key responsibilities of this position.</li> </ul>	<ul style="list-style-type: none"> <li>Contribution into BCM plans is provided and plans are implemented as required.</li> <li>Participation in CDEM readiness, response and/or recovery and training completed as required.</li> </ul>

## PROFESSIONAL ACCOUNTABILITY AND DEVELOPMENT

### ***HoW Values***

- Actively supports and models the required HoW Values and required behaviours of the role (internally and externally).

### ***Customer Service***

- Promote a “customer first” and first contact resolution culture within the department, and the wider Council.
- Maintains high level of customer service under all conditions, devising solutions and meeting commitments within timeframes and constraints.
- Adheres to Council’s confidentiality policies and relevant legislation, in all customer interactions.

### ***Professional Development***

- Takes personal responsibility for discussing own performance and professional development with direct manager.
- Demonstrates commitment to up-skilling and further developing specialist knowledge and best practice initiatives.

### ***Opportunities for Improvement***

- Uses Council’s business improvement tools to identify opportunities for improvement and as necessary works across the organisation to implement the necessary changes.

### ***HoW Values***

- Champions the Waipā Values in all professional interactions, and seeks approval and/or when unsure seeks feedback in an appropriate manner.
- Participates in a community service activity annually.

### ***Customer Service***

- Evidence of improving customer service with new initiatives within the department.
- Customer enquiries/requests, CRMs and correspondence etc, are responded to in the required timeframe and are followed through in manner that promotes resolution.
- Complies with Council’s confidentiality policies when dealing with customer information and requests.

### ***Professional Development***

- Takes an active role in own PDR and raises any concerns in a constructive manner that does not undermine good faith.
- Takes an active approach in familiarising themselves with the relevant plans, procedures, policies, processes and statutory requirements that can or may relate to their role and to the wider Council.

### ***Opportunities for Improvement***

- Contributes to and/or champions a business improvement initiative through to completion.

ADDITIONAL DUTIES	
<ul style="list-style-type: none"> <li>▪ Fulfils all other assigned responsibilities and/or project work in a professional and timely manner.</li> <li>▪ Available to work after hours as required to support events, engagement and social media monitoring (time in lieu provided).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Positive feedback is received by manager reflecting the achievement of positive results and ability to go the extra mile when fulfilling additional responsibilities or completing project work as assigned by manager.</li> </ul>

### Job Description Internal Approval

Approved By:

MANAGER COMMUNICATION AND ENGAGEMENT

Date Approved:

From time to time the Communication and Engagement Coordinator Job Description will be reviewed and altered in consultation with the current Job Holder(s). Such reviews will generally occur in response to changes in statutory requirements, internal changes (i.e., processes, technology etc) and prior to a job validation exercise. All of these changes must have the prior approval of the Manager Human Resources, during and following consultation.

If, following consultation with the current Job Holder(s), it is proposed that the Key Result Areas (KRAs) of the role will change significantly and/or the position title may change, prior approval will be sought from the Chief Executive, relevant Group Manager and Manager Human Resources.

### Job Holder Acknowledgement

I, acknowledge that the Key Result Areas (KRAs) and Key Performance Outcomes outlined above are what is expected of me and will be used to measure my performance while I am employed with Waipā District Council as Communication and Engagement Coordinator.

I also acknowledge that, by providing my signature below, I will raise any concerns about the above expectations in an appropriate and constructive manner with my direct manager and will actively contribute and participate in a consultation process should this job description be reviewed whilst I am the job holder.

Signed: \_\_\_\_\_

Job Holder Full Name:

Date:

## Person Specification – Communication and Engagement Coordinator

PROFESSIONAL/TECHNICAL QUALIFICATIONS	
Essential	Desirable
<ul style="list-style-type: none"> <li>Diploma level qualification in a related field, or equivalent level of learning from experience.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor level qualification in a related field.</li> </ul>

RELEVANT WORK EXPERIENCE	
Essential	Desirable
<ul style="list-style-type: none"> <li>Ideally, 1-2 years' experience in a similar role, but this role could also suit a new graduate ready to make an impact.</li> </ul>	<ul style="list-style-type: none"> <li>Previous experience in a community orientated role.</li> </ul>

The following demonstrates the expectations of an effective and competent job holder (i.e., the employee's ability to achieve an overall PDR rating of 'Performing' or more). This does not necessarily represent the current job holder's competencies, skills and attributes. Areas of particular strength and those that require further development are discussed between the direct manager and job holder when first appointed and as part of Council's Performance Development Review (PDR) process.

JOB RELATED COMPETENCIES, SKILLS AND ATTRIBUTES	
Essential	Desirable
<p><b>Technical Skills</b></p> <ul style="list-style-type: none"> <li>Tech savvy.</li> <li>Strong working knowledge of MS Office applications (i.e., Word, Outlook, and Excel, Web Admin), specialist databases and internet explorer.</li> <li>Good working knowledge of digital communication channels</li> <li>Good working knowledge of event planning and logistics</li> <li>Good working knowledge of Adobe Creative Suite</li> </ul> <p><b>Communication Skills</b></p> <ul style="list-style-type: none"> <li>Strong written and verbal communication.</li> <li>Ability to think creatively and look for new ways of delivering outcomes</li> <li>Strong attention to detail.</li> <li>Ability to listen actively and respond appropriately to others.</li> </ul> <p><b>People Skills</b></p> <ul style="list-style-type: none"> <li>Can do attitude.</li> <li>Develops and builds productive relationships.</li> <li>Team player.</li> </ul>	<p><b>Technical Skills</b></p> <ul style="list-style-type: none"> <li>Knowledge of the local government sector.</li> </ul> <p><b>Communication Skills</b></p> <ul style="list-style-type: none"> <li>Excellent public speaking and presentation skills.</li> </ul> <p><b>People Skills</b></p> <ul style="list-style-type: none"> <li>Handles complex/contentious issues with balance and fairness and considers the long-term impacts.</li> <li>Facilitates opportunities for collaboration with stakeholders</li> </ul> <p><b>Personal Accountability and Self-Management</b></p> <ul style="list-style-type: none"> <li>Understands the political nature of the organisation, and the development and implementation of policy.</li> </ul>

JOB RELATED COMPETENCIES, SKILLS AND ATTRIBUTES	
Essential	Desirable
<p><b><i>Personal Accountability and Self-Management</i></b></p> <ul style="list-style-type: none"> <li>▪ Ability to anticipate requirements and adapt quickly.</li> <li>▪ Highly-organised and great at managing multiple tasks and deadlines.</li> <li>▪ High level of motivation, initiative and proactive drive.</li> <li>▪ Ability to work in a fast paced, ever changing environment.</li> <li>▪ Works well under pressure.</li> <li>▪ High level of innovation and ability to problem solve.</li> <li>▪ Prioritises work effectively to get things done.</li> <li>▪ Ability to work autonomously and in a team.</li> </ul> <p><b><i>Physical Capability</i></b></p> <ul style="list-style-type: none"> <li>▪ Can work at computers for long periods of time.</li> <li>▪ Able to assist with event setup / pack downs.</li> </ul>	





Doing the right things, right

# External Communication and Engagement Strategy



# Introduction



Waipā District Council's vision is Waipā Home of Champions:  
**Building connected communities.**



Council's purpose is to **partner with the community** in promoting the wellbeing of the Waipā district and its people.

Waipā District Council already has some strong community connections but there is a huge opportunity (and need) to build on this and increase Council's visibility and connection with the community.

*This need is clearly illustrated with the results of the Waipā Community Perceptions Survey. See What we Know, page 10.*



**Connections and partnerships are built on trust.**

This communication and engagement strategy provides a framework for how Council can increase its trust within Waipā community and better connect Council with its communities over the next 24 months.



**The strategy puts the community at the centre.**

In preparation for this strategy, current practices for Council's communication and engagement activity have been assessed. These include:

- conversations with the chief executive, executive team and communication and engagement staff
- review of existing communication channels and material
- review of media coverage
- Council's residents satisfaction survey results (particularly measures which the communication and engagement function can impact)
- examples of communication plans and activity.



**This strategy builds on the strengths we have within Waipā District Council and in our wider community.**

It's all about delivering on Council's obligations and strengthening connections by having channels and tools in place to reach the right people, in the right way, at the right time.

**It's about doing the right things, right.**

# What is communication and engagement?



## Communication

Communication is when Council is sharing information with its stakeholders. To do this right, it's critical communication is thought about early so that the right messages get to the right people, in the right way.

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## Engagement

Engagement is a two-way communication process and takes place when Council asks stakeholders/community about an issue/project early on in the process so the feedback can influence Council's plans or proposals.

Engagement should always be genuine and authentic – meaning that the feedback being sought is done in a way (and at a time) that can genuinely influence outcomes. It cannot be a tick box exercise at the end of a project. Council uses the International Association for Public Participation (IAP2) to implement engagement activity.

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## Consultation

Consultation is one form of engagement. Consultation is again a two-way communication process however it takes place when Council has a draft plan/proposal that they want to test with the community/stakeholders and see what they think before it's confirmed. Consultation sometimes needs to follow a Special Consultative Process which is a legal process under the Local Government Act. This process specifies rules around length of consultation, what needs to be provided to the community, and how people can have their say.

Consultation doesn't always need to be formal – it just needs to be right for the people who are impacted by it.



## Example: Council has budget to improve Leamington Domain

The Community Services team wants to hear from the community about what they want to see in the Domain in the future – what do they love about it already, what would they like to see more of etc. This feedback will help the team create their draft Leamington Domain Management Plan. This is **engagement**.

The draft Leamington Domain Management Plan is created and shared with the community for feedback. It should reflect the feedback received in the engagement phase so there shouldn't be too many changes required – there might be a couple of options Council needs to narrow down though. This is **consultation**.

Feedback is taken on board, the Plan is approved and construction begins. We don't need any more feedback but do want to make sure the community is kept up to speed with the construction – when it's happening, when it's going to be completed, if there is going to be any disruption etc. This is **communication**.

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## Other legal requirements

While engagement or consultation is often done because it's the right thing to do, sometimes it's a legal requirement. Different legal processes have different requirements. For example, the Resource Management Act has very specific engagement requirements as well as Council's three Iwi Joint Management Agreements. It's important to make sure everyone is aware of the legal requirements up front – and then build the engagement programme around these.

## Council's significance and engagement policy

Council has a Significance and Engagement Policy that outlines how Council can identify the degree of significance attached to particular issues, proposals, assets, decisions and activities. It also provides clarity about how and when communities can expect to be engaged in decisions made by Council.

The assessment of significance will influence the type of engagement undertaken. This needs to be considered early on in planning engagement activity – and if necessary, reviewed as the activity develops.

## Engagement doesn't necessarily mean agreement

It's important to note that successful community engagement doesn't always result in agreed outcomes. The purpose of engagement is to capture different opinions and feedback from different stakeholders and community groups. This feedback is then used to help decision makers (most often the Mayor and councillors) make informed decisions. Sometimes it may be that the majority of submitters support a certain option, but the decision makers remain with their preferred option as they believe it is best for the district.

The key here is for Council to explain the rationale (the why) and to close the loop with those that have been involved in the process.

It's okay for not everyone to agree in an engagement process but once a decision is made, it's important that staff support the outcome and remain professional and positive about the way forward.

# Current external communication and engagement channels

## Council website



### Purpose:

One-stop-shop for all Council information.



### Engagement:

Data from last year June 2022 - June 2023



Users: approx

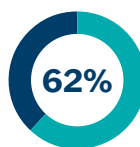
**35,000**



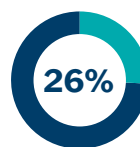
Returning Users:  
approx

**8,300**

### Traffic Source



Organic Search



Direct



Organic Social



Referral

## Top pages



**Waipa District Council Home Page**



Recycling Collection Day Finder Page

**4.6%**



**3% Search Page**



Maps Online Page

**2.55%**

**2.94% Rates Page**

Online Property Search Page

**2.1%**



**1.49% Agendas, Minutes & Livestream page**



Make a Payment Page **2.9%**

**4% Waipa District Plan Page**



Our Contact Details Page

**1.75%**



### Opportunity:

To review the current content on the website (much of which is out of date) and update as required to ensure all content is relevant, easy to understand, and engaging.

## Facebook: Waipā District Council



### Purpose:

Promote what's happening across Council.



### Engagement:

Data from the past 90 days (8 March 2023 - 5 June 2023)



Followers:

**12,688**



Page reach:

**182,990**



Page visits:

**24,779**



Post engagement: approx

**7,900** (likes, comments, shares)



Post reach: approx

**131,400**



### Opportunity:

Build on recent engagement uplift with proactive content planning and ensuring wider staff at Council understand the importance of engaging on this channel. To define the parameters of how and when Facebook is used and ensure this channel is maximised so Council can tell its own story, first.

## Facebook: Waipā Home of Champions



### Purpose:

Promote Waipā events and all things Home of Champions.



### Engagement:

Data from the past 90 days (8 March 2023 - 5 June 2023)



Followers:

**4,991**



Page reach:

**9,512**



Page visits:

**678**



Post engagement: approx

**87** (likes, comments, shares)



Post reach: approx

**2,400**



Messenger response rate:

**70%**



### Opportunity:

Invest more resource into this channel, create content framework that enhances the Home of Champions brand and in doing so, builds community connections with Council.

## Instagram



### Purpose:

Promote Waipā Home of Champions brand and events taking place across the district.



### Engagement:

Data from the past 90 days (8 March 2023 - 5 June 2023)



Followers:

**1,856**



Page reach:

**1,608**



Profile visits:

**341**



Post engagement: approx

**207** (likes, shares, comments, saves)



Post reach: approx

**1,725**



Impressions:

**16,394**



Page reach:

**1,608**



External Link Taps:

**3**



### Opportunity:

Development of a proactive content framework that builds engagement.

---

## Antenno



### Purpose:

Antenno is Council's online notification app where people can use their address (or areas of interest) to receive notifications relevant to that area and report issues. For example, road closures, recycling collection dates etc.



### Engagement:

**10,065**

devices have signed up to receive news in Waipā.



### Opportunity:

Development of a proactive marketing campaign to promote the channel. To define the parameters of how and when Antenno is used (and not used).

## What's on Waipā



### Purpose:

One-stop-shop for all Council event information which promotes Waipā as a champion events destination.



### Engagement:

Data from June 2022 - June 2023



Post reach: approx

**4,845**



New users: approx

**4,836**



Page views:

**14,391**



### Opportunity:

Review the website and undertake a content, design and development refresh to ensure it continues to promote Waipā's events scene. Development of a proactive marketing campaign to promote this channel which is currently under-utilised and not being leveraged.

# SWOT Analysis



**Strengths describe what Council excels at, and what sets us apart from other organisations. Strengths are things we should leverage.**

- The organisation already has some strong and resilient relationships with key community organisations.
- Mayor and Deputy Mayor are personally committed to building stronger community connections.
- Mayor and CE happy to consider 'doing things differently'.
- Ahu Ake has built a strong platform of community engagement which could be leveraged.
- Genuine desire from Council to work more closely with Community Boards.
- Proven ability to run successful engagement events.
- Ability to communicate directly with 1000s of ratepayers and other stakeholders via multiple channels (rates notices, social media etc).

**Weaknesses are areas where Council need to improve and things that might be holding us back from exceeding.**

- Parts of the organisation are siloed and act without thinking about the impacts of work programmes and decisions on other areas in the organisation.
- Council's website is out-of-date and not user-friendly.
- Staff shortages in key areas.
- Low understanding of the role of comms from many in the organisation.
- Elected Members don't always support communication/engagement via personal social media platforms.
- Council does not have appropriate engagement technology.
- Poor community understanding of what Council does (and doesn't do).
- Communication sometimes an after thought.

**Opportunities are things that Council could benefit from.**

- Mature social media channels that offer opportunity for growth if properly resourced and managed.
- Very strong interest in Council from local journalists and media outlets (also a threat).
- Improved leveraging of existing websites (What's On Waipā, Invest Waipā etc).
- Recent appointment of new Communication and Engagement Manager.
- Potential for stronger/new community partnerships with some organisations.
- Election of new Māori ward councillor.
- Mayor elected on a platform of 'improving communication'.

**Threats are things that have the potential to harm and negatively impact Council.**

- Very strong interest in Council from local journalists and media outlets (also an opportunity).
- Diminishing levels of trust in politicians and local government, generally.
- Government reforms disrupting work programmes.
- Poor process around formal report writing (also an opportunity).
- Community Boards poorly aligned with Council objectives on some issues.
- Reliance on external contractors for very high-profile services and activities (recycling, road repairs).



# What we've been told

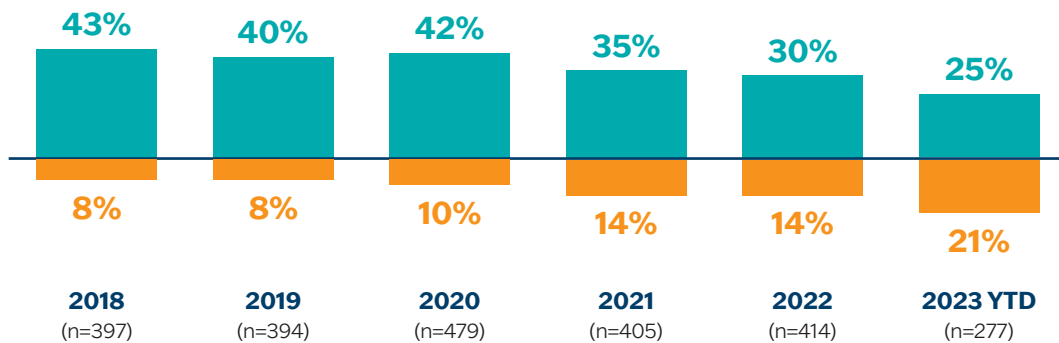
Each year council runs a residents survey which is conducted via quarterly progress checks. For the purpose of this strategy, we will reference the full 2022 Annual Residents Survey as well as the 2023 Q2 check. These survey results provide us with a solid basis of perception and reputation measures. The relevant results have been used throughout the recommended actions in this programme.

Overall, Council's reputation results have reduced considerably over the past five years. While some of this will be due to issues out of Council's direct control (e.g. impacts of COVID-19 on general community sentiment), there are many areas that Council needs to seriously address in order to reverse the trend.

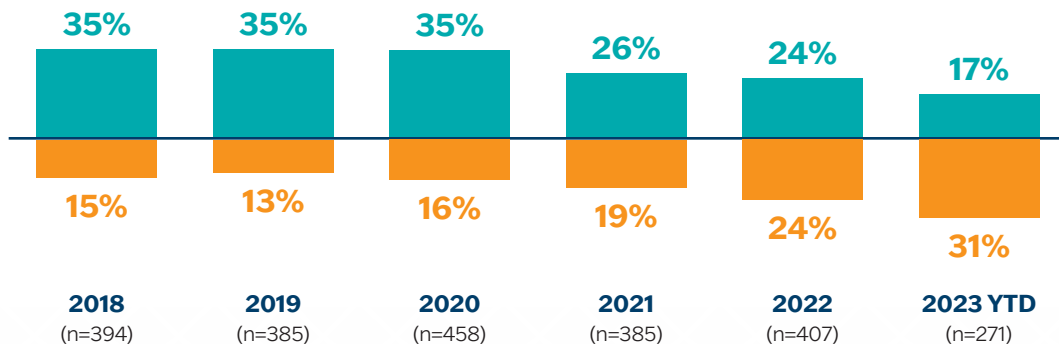
Survey results are strongly suggesting an erosion in community trust and confidence of Council and its services which in turn, will lead to a lack of support for decision-making. It is evident that an external communication and engagement strategy, properly resourced and executed, is more important than ever.

The following residents survey results are relevant to this communication and engagement strategy.

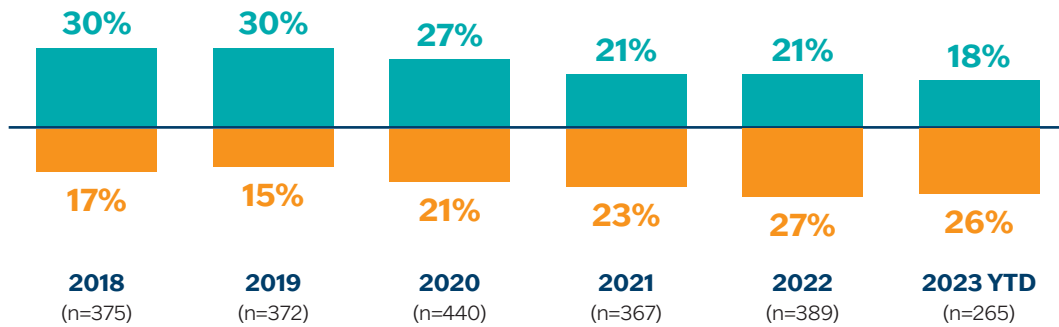
## Overall reputation



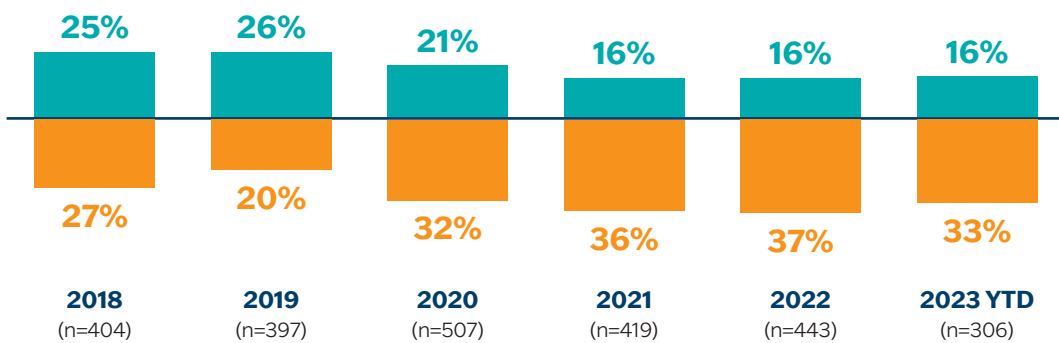
## Overall trust - Total



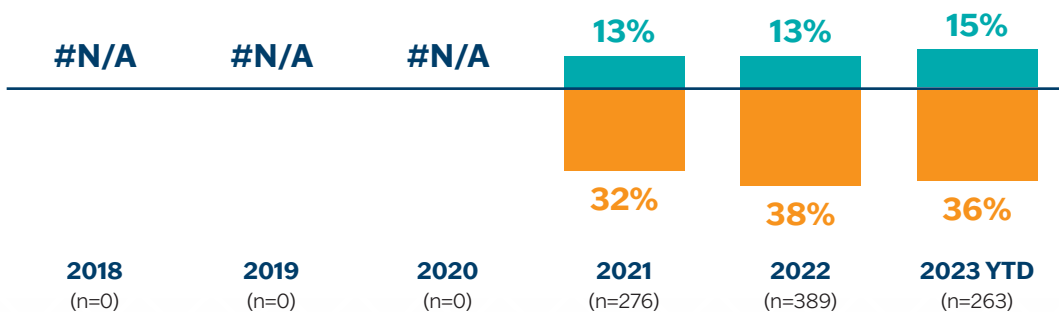
### Being transparent and communicating openly - Total



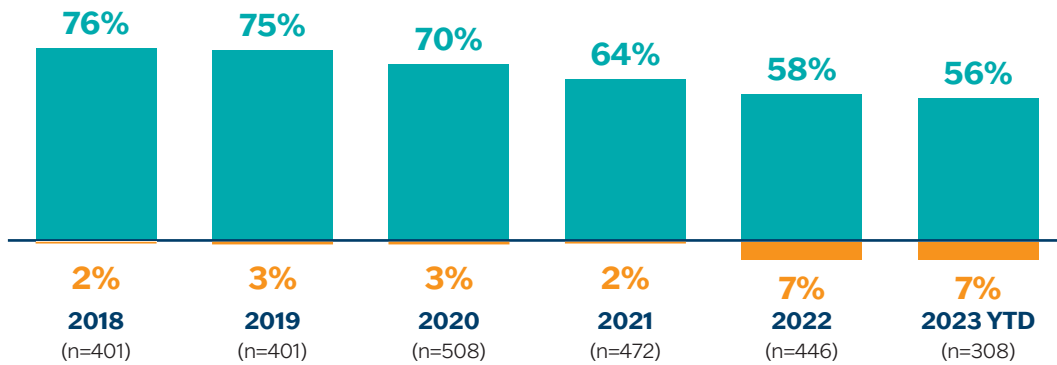
### Knowledge about Council and its activities - Total



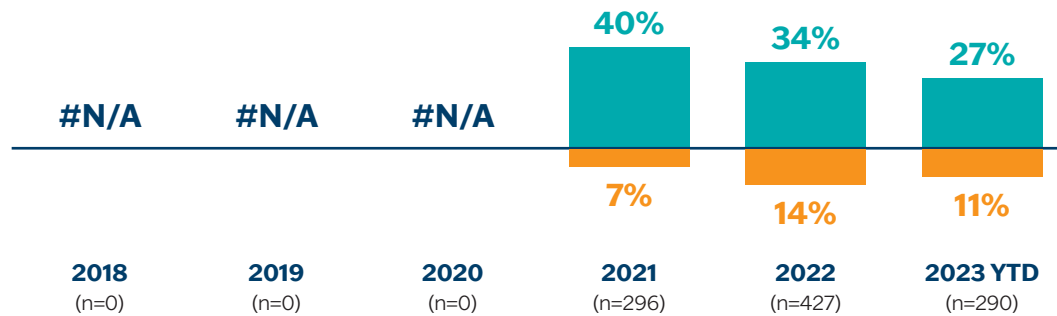
### Satisfaction with the Council decision making processes - Total



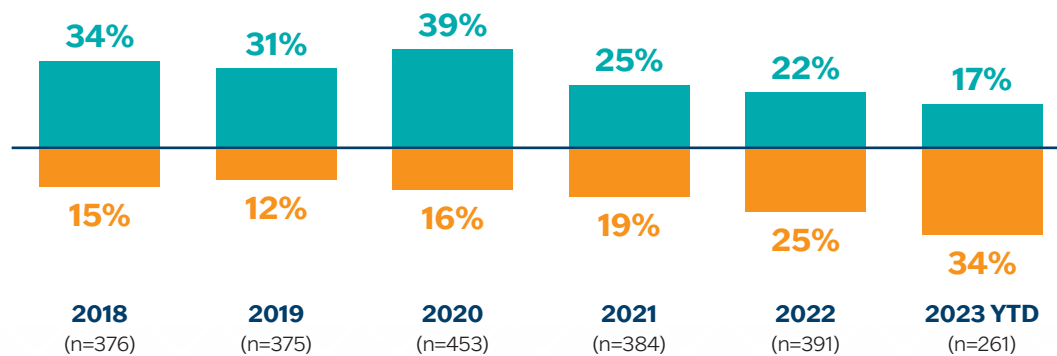
### Sense of pride to live in this district - Total



### Sense of community spirit - Total



### Working in the best interests of the community - Total



# Communication goal

This external communication and engagement strategy aims to:

Build increased trust and confidence in Waipā District Council through **genuine, open, credible and smart** communication and engagement activity.

## Our objectives

1

**We take a coordinated approach to communication and engagement across all Council activity.**

**AIM:** Less ad hoc consultation, undertaken in isolation from the rest of the organisation and better 'quality' engagement effort.

2

**The voice of the community is captured and shared with decision-makers.**

**AIM:** Our engagement insights and community feedback are collated and considered at the right time – resulting in informed decisions and avoidance of consultation fatigue.

3

**We spend more time focusing on opportunity.**

**AIM:** We ensure strategic communication advice is sought early and used to inform operational planning and decisions.

4

**We focus on the things that matter.**

**AIM:** We identify and monitor issues that have the most impact on Council's reputation, and develop specific plans to address those.

5

**We tell and lead our own stories.**

**AIM:** We bolster Council's communication channels in order to tell our own story, faster and more directly to our stakeholders.

6

**Our communication is joined-up and consistent.**

**AIM:** We treat our staff and elected members as brand ambassadors and ensure they are provided with the necessary tools/support so they can play a far greater role in Council communication efforts.

# ACTIONS...

## Objective 1:

**We take a coordinated approach to communication and engagement across all Council activity.**

Less ad hoc consultation, undertaken in isolation from the rest of the organisation and better 'quality' engagement effort.

### Community engagement training

To ensure a consistent approach to engagement within Council, it's important that staff use consistent community engagement methodology. Council's Significance and Engagement Policy references the International Association for Public Participation (IAP2) community engagement framework but there are currently not many staff who have been through the training and received appropriate qualification.

**ACTION:** Ensure all staff involved with planning community engagement activity complete IAP2 training.

### Community engagement calendar

Currently the Communication and Engagement team has little overview of what engagement is coming up across the organisation and teams are working very much in silos.

A clear schedule is required to ensure all engagement that is taking place at Waipā District Council is coordinated, aligned and maximises opportunities around effective use of communication channels such as newspapers, social media etc.

**ACTION:** Investigate the opportunity to use What's on Waipa as an internal engagement planning tool where we can track engagement and consultation activity that's coming up. The calendar will be viewable by the organisation and elected members. Once engagement activity is confirmed, it will be pushed 'live' so the wider community can view events at [whatsonwaipa.co.nz](http://whatsonwaipa.co.nz)

## Taking a Council-wide approach to engagement

Currently engagement and consultation is largely managed on an activity-by-activity basis, rather than a Council-wide basis. Rather than looking at engagement activities in isolation, we need to take a holistic approach to how we engage with our community – as often, we are needing to engage with the same people, no matter what the issue or activity is.

By working in isolation, we result in competing engagement with our community and across our channels resulting in information overload and also unachievable (or unsustainable) impacts on resourcing.

By bundling engagement activities, we can prevent 'consultation fatigue' within our community, reduce resource requirements and find efficiencies. For example, rather than booking separate ¼ page adverts in newspapers, if we are planning ahead, we can book a bigger space (which is cheaper and more efficient) to talk about multiple activities at once.

**ACTION:** Undertake an audit of all consultation and engagement planned for the next financial year.

Determine how we can take a organisational-wide programme approach.

Undertake a cost-benefit analysis prior to each decision to engage/consult.

## Centralised insights analysis

Currently the majority of community engagement and consultation activity is managed and analysed by individual departments and there is no centralised oversight of a) how results are analysed and b) sharing of results across departments.

While drafting this strategy, the Strategy team has set up a centralised insights analysis role that will assist with submission analysis for the organisation.

**ACTION:** Set up an index in ECM 'community insights' so all data sets are linked and saved to this for easy access.

Support the establishment of the centralised analyst position but review to establish whether extra resource is required over time.

Confirm the internal process for community engagement / consultation.

## Community engagement toolkit

To ensure community engagement activity can be planned for efficiently and effectively, the Communication and Engagement team needs to create / update its community engagement toolkit which can be ordered by staff through an online booking system.

The community engagement toolkit needs to include things like:

- iPads / iPad holders
- display boards
- council banners, signage, flags (indoor and outdoor)
- incentives / giveaways
- uniform - t-shirts / high-vis vests
- stationery such as post-its, sharpies etc.

**ACTION:** Establish toolkit and online booking system. Ensure 'grab and go' sets are available at the Cambridge and Te Awautu offices.

## Objective 2:

### The voice of the community is captured and shared with decision-makers.

Our engagement insights and community feedback are collated and considered at the right time – resulting in informed decisions and avoidance of consultation fatigue.

#### Engagement and consultation software

Engagement is about building up relationships with people – and treating them as you would a valued and loyal customer. Council's current engagement and consultation forms are created using a variety of platforms such as Datacom's online form functionality, Survey Monkey and Typeform.

Many of the forms are inconsistent and do not accurately reflect Council's brand (voice, tone, look and feel).

Investigation is underway for a centralised consultation tool. A business case has been prepared and has recently been presented for approval as part of the Digital Programme.

**ACTION:** Continue with the process of purchasing and implementing a centralised consultation tool.

#### Community profiles

Community profiles provide information about specific community areas within the district. They generally cover a variety of areas such as a background of the area, physical description of location and boundaries, demographic and social statistics, and perceptions of the local community about Council and council services.

It's recommended community profiles be created and used to help decision making for community initiatives and projects.

**ACTION:** Investigate the opportunity to develop community profiles for the Waipā district.



## Community persona

Having a genuine understanding of the audiences we are targeting in our communication and engagement activity is critical for us to deliver campaigns that get results.

Personas are a great way to achieve this. A persona is a fictional representation of an actual community member / product user and is applied in the early stages of communication planning.

Personas help comms practitioners to step away from their own outlook and understand different community members' needs, experiences, behaviours and expectations.

Personas will help make sure we target the right people, in the right way across our communication and engagement planning.

**ACTION:** Development of community persona to be used across communication and engagement planning.

## Social media reporting

Council receives a lot of feedback through its social media channels, particularly Facebook. Regular reporting should be done on a consistent basis and shared with the wider organisation – particularly the executive team, management team and elected members to assist with informed decision making. Where relevant, the feedback should also be included in documents such as council reports. While feedback via social media isn't always statistically valid, it often is very representative of community perceptions and sentiment.

**ACTION:** Introduce a monthly social media report that is shared with executive team, management team and elected members.

## Everyday engagement

We need to shift our thinking beyond consultation and engagement for certain projects or policies and make it part of our everyday business. It's the everyday conversations and interactions that provide us with the gold – enabling us to get an understanding of what the key issues facing the community are, what things are having an impact on our reputation, and what opportunities we could maximise to better connect us with the community.

Our everyday interactions come through social media comments, CRMs, phone calls and even conversations staff have with their neighbours in the weekends. Some of these are recorded but if they are, they aren't often analysed and discussed by decision makers (e.g. significant amount of time is invested in social media conversations, but themes aren't relayed back to the executive team and elected members).

**ACTION:** Investigate the creation of an 'insights hub' that can be used to capture all feedback from across the organisation and presented to decision makers. This feedback will also form part of the reputational risk reporting action.

## We asked, you told us...

Often, much of the community engagement effort goes into attracting feedback or submissions and not into closing the loop. For stakeholders to feel genuinely involved in a process, it's important they are involved in the end-to-end process, not just at the beginning. This includes feeding back around decision making, next steps and confirmation of how feedback was used to inform decision making. Even better, we record those who gave feedback on a project and then use their contact details for future communication, updates, invites to opening etc.

This requires input from all of those involved in the project and a clear engagement contact database.

**ACTION:** Ensure end-to-end process is confirmed and planned for by project team. Ensure roles and responsibilities from those involved in the project (not just the communication and engagement team) confirmed for each project / issue.

### Objective 3:

## We spend more time focusing on opportunity.

We ensure strategic communication advice is sought early and used to inform operational planning and decisions.

### Communication at the forefront

Just like budgeting for a project, communication and engagement is a discipline that must be planned and budgeted for at the beginning of a project. Communicating effectively with our community is not an 'add-on' or a 'nice-to-have'.

For each key issue or project across the organisation, the Communication and Engagement team should complete a 'project kick start questionnaire' with the relevant business owner. This will provide the necessary information required for a Communication and Engagement Plan (see Appendix One). This plan ensures that the right things are considered, planned for, and budgeted for at the beginning of a project – which sets everyone up for success from the outset. It ensures the right questions – including difficult questions – are raised early.

Bigger picture, this is enabled by making sure the Communication and Engagement Manager is involved in the right conversations at the right time on an organisational level.

**ACTION:** Commitment from executive team and managers team that project kick start meetings are a non-negotiable. Attendance of Communication and Engagement Manager for key items (around key issues, projects, activities) at executive team meetings.

## Waipā Home of Champions and Waipā District Council brand review

Waipā District Council is fortunate to have a strong marketing brand 'Waipā Home of Champions' that is largely used across events and district promotion initiatives. It is well known within the community and has positive connotations across the District. Originally termed the Home of Champions due to the high number of competitive athletes and Olympic / Commonwealth Games medal winners, the brand has gone on to represent champions in general and forms part of Council's vision statement.

The Home of Champions brand is often used for 'feel good' events and activities but many do not know that the brand is actually a part of Waipā District Council (and therefore Council is the entity funding the fun). This leaves a risk of causing a divide and misunderstanding between the Council brands.

There is an opportunity for Council to look at how the brands can be best used together to support future Council communications.

**ACTION:** Undertake a brand review to outline clear guidelines around which brand is used when and how the brands can best work together across Council communication material.

## Media education

Waipā District Council has strong relationships with local and regional reporters. Having open dialogue between staff and reporters and enabling access to Council information is key in supporting these relationships.

**ACTION:** To support media relationships, it is recommended that media education training is under-taken with key senior staff across the organisation. This ensures our spokespeople are equipped with the skills and tools to effectively promote Council.

## Reputational risk and opportunity report

Currently decisions are often being made at council, executive, manager and staff level with little consideration given to what the impact of the decision will be on Council's reputation.

Reputation management should be a core discussion around every decision at the executive table and should have involvement from the communication and engagement manager. The more we can talk about risks up front, the more chance we have of turning them into an opportunity.

Council uses Propmapp for risk registers and this will align with existing register reporting.

**ACTION:** Development of a monthly reputational risk report that is discussed with the executive team and managers and developed in conjunction with Council's risk advisor. Development of key questions project managers and decision makers should ask (and answer!) before key decisions are made.

## Communication lens over council reports

By and large, Council and Committee reports are public reports and are one of the key ways stakeholders get their information and intel about Council activity. The tight deadlines of council and committee meetings and busy workloads means that currently reports are not always reviewed from a communication perspective. A review will pick up communication risks and opportunities that the team can maximise.

A poorly written report that doesn't have a communication lens over it can result in miscommunication and reputational damage that can be difficult to repair.

**ACTION:** Establish process where all council and committee reports are seen by the Communication and Engagement lead.

#### Objective 4:

### We focus on the things that matter.

We identify and monitor issues from the perceptions survey which are doing most damage to Council's reputation, and develop specific plans to address those as a matter of priority.

#### **'Okay, let's talk straight' – Challenges facing Council campaign**

Council's residents survey highlights areas of Council that have had a significant reduction in satisfaction. Council, like other organisations, is also bearing the brunt of external factors that are impacting on how Council business and services are being managed. Examples of this include increasing inflation rates, truck driver shortages, increased costs in materials etc. These types of factors are resulting in changes in levels of services and/or rates rises – which is having a negative impact on Council.

Council needs to front-foot the challenges and communicate to the community what they are doing to respond to these – and what the impacts will be. Being open about the challenges Council is facing will help increasing understanding – although the community may not be happy, they'll at least be able to understand the rationale behind decision making.

**ACTION:** Leading up to the Long-Term Plan, create an 'Okay, let's talk straight' (name to be confirmed) campaign where Council openly talks about the issues they are facing and what they are doing (or planning to do) to respond to the issues and reduce the impact on Council.

## Location-based comms

While a relatively small district in terms of population, Waipā is made up of very distinct communities, each with their own characteristics and personalities. We know we can't rely purely on district-wide communication and that people care the most about what happens to them – their towns, their neighbourhoods and on their own streets. We already do some location-based communication but we need to continue to build on this and prioritise this type of communication going forward.

This will be achieved through a number of ways:

### Antenno

Antenno is currently used as a one-way communication tool for Council to 'push' notifications out to relevant areas within the district. It does provide for two-way communication where residents can use the app to report any issues they see / experience across the district.

It is an efficient and easy-to-use tool from an administration end and is used largely in civil defence events, road closures, recycling etc.

**ACTION:** Plan for and invest in an annual marketing campaign that promotes Antenno.

## What's on Waipā

What's on Waipā is Council's events website which promotes events happening across the district and is also a hub for event organisers to find out what they need to know when organising events in the district. Events can be uploaded by the Communication and Engagement team as well as event organisers (that then get approved and published by the Communication and Engagement team).

The website is a core promotional tool for the Waipā Home of Champions brand but requires a refresh and an ongoing marketing strategy to ensure its use is optimised.

**ACTION:** Undertake a re-fresh (content, design, development) of the What's on Waipā website including planning and budget for an annual marketing campaign that promotes the website.

### **What's happening here signage**

This simple informative signage should be installed across all Council projects where there is pedestrian access – i.e. areas where people will be passing and have the ability to stop and find out more. The signage will vary depending on the type and level of project but will let people know what's going on, why the work is required, when it's expected to be finished and if relevant, a QR code directing people to the relevant information on Council's website.

**ACTION:** Ensure signage is created for projects happening across the district.

### **We're onto it signage**

Often Council knows about a job that is required but can't get to it straight away. This work is often unexpected and Council staff may tape or cone off the area until work can begin. 'We're onto it' signage is a way for Council to proactively let people know we're across the issue. This signage will be generic and can be created and stored with the Community and Service Delivery teams to install as necessary.

Messaging will be along the lines of *'We're onto it! We're doing some unexpected work in this area, thanks for your patience while we get this sorted.'*

**ACTION:** Create *We're onto it* templates to be used by teams across Council.



## Objective 5:

### We tell and lead our own stories.

We bolster Council's communication channels in order to tell our own story, faster and more directly to our stakeholders.

#### Getting the facts right

Facts are solid and trustworthy and, if repeated enough, become part of the narrative around a more open and credible organisation. Councils have the ability to create a fantastic suite of facts that not only portray the extent of services and projects Council provides, but also creates opportunities to create engaging stories and content.

**ACTION:** Create a suite of facts (5 – 10 facts) for each department across the organisation (led by the communication and engagement advisors) and these should be reviewed on a six monthly basis. These facts will be used throughout Council's channels and collateral.

#### Key messages

Key messages around the key challenges and opportunities facing Waipā District Council should be created and embedded throughout all Council communication. This is particularly important as Council heads into its next Long-Term Plan process.

**ACTION:** Key messages will be developed across Council departments and areas of focus such as growth, waters, roading, finances etc.

## Social media – content framework

Council currently has a strong Facebook presence and recent investment into this channel has resulted in large increases in engagement, positive interactions and improved response times. To a much smaller scale, Council also has an Instagram account which is based around Waipā Home of Champions and is largely events focused.

Content creation is currently largely reactive and there is opportunity to put in place a content framework that will enable Council to tell their stories much more efficiently, effectively and proactively.

**ACTION:** Creation of social media content framework.

## Social media – centralised budget

Currently boosted adverts and posts on social media are dependent on the group / team that has budget to do this, meaning that the money is not always going to the things that we need to share the most. Also administration-wise, payment needs to go through a central credit card that is not owned by the Communication and Engagement team which is resulting in inefficiencies.

**ACTION:** Build a social media budget line into the Communication and Engagement budget and ensure processes are in place that enable posts to be published quickly and efficiently (especially in emergency situations where we need to get messaging out far and wide).

## A consistent brand and voice

A consistent brand helps to build the reputation of Council and contributes to the community understanding what Council does, the services they provide and what the Council stands for. While Council has a brand manual, it is fairly minimal and does not provide direction around imagery, voice, tone etc - all critical parts of an organisation's brand.

**ACTION:** Review, update and expand Council's brand manual, writing style guide and te reo Māori framework.

## Waipadc.govt.nz content review

Council's website should be the one-stop-shop for all Council related queries. Due to resourcing issues, a lot of the website content is out-of-date and some sections are in need of a substantive clean up to make sure content is understandable, easy to find, and engaging. The website is also very content heavy and will benefit from more photos, video and interactive assets (see next action).

**ACTION:** Undertake a content review of waipadc.govt.nz, update as required and invest in imagery, infographics and videography to bring content to life.

## District-wide photo / video shoot

Imagery and videography are core components of communication collateral and it's critical we have assets that accurately reflect the Waipā of today. While Council has a basic photo library, many of the photos have come to the end of their life – either by being out-of-date or being over-used. Council's videography assets are minimal so there is a great opportunity to invest in this so communication channels can be more engaging and interesting.

**ACTION:** Undertake a district-wide photo and video shoot as soon as practical and ensure an adequate visual asset library is in place.

## Objective 6:

### **Our communication is joined-up and consistent.**

We treat our staff and elected members as brand ambassadors and ensure they are provided with the necessary tools/support to so they can play a far greater role in Council communication efforts.

#### **Internal communication**

Council currently has around 350 staff. These staff are one of Council's biggest opportunities to connect Council with the community. Ensuring our own people have a good understanding of Council and what's going on is vital so they can share with their networks. A plan for our internal communication has been developed and supports this external communication and engagement strategy.

**ACTION:** Implementation of Internal Communication Plan.

#### **Weekly elected member email**

Each week, an email is sent to elected members with updates on Council issues and activities. This is a great initiative but often there is an inconsistent approach to what is included and often key information is missing. The Communication and Engagement team need to take a more proactive approach to making sure the right information is included, ensuring there is information around things like upcoming engagement activity, closed engagement results, events, projects, funding rounds etc.

**ACTION:** Communication and Engagement team to take a more active role in the weekly email, ensuring the organisation provides relevant and up-to-date information each week.

## Monthly community pulse report

Council's external communication channels enable Council to easily get an understanding of community sentiment, perceptions and hot topics that are either landing well, or not so well, with the community.

Both the communication and customer services teams have the insights that come through calls, through the website and through social media. These channels provide valuable insights that if used well, will help elected members make informed decisions that reflect the best interests of their community.

**ACTION:** Establish a monthly 'Community pulse' (name tbc) report that summarises things like key community engagement activity, hot topic trends coming through the 0800 number, email, Facebook, and media coverage. This will be shared with the executive, managers and elected members at the end of each month.

## Community engagement calendar

As referenced on Page 14.

# Touch points with the community

Council has many touch points with the community that each impact the reputation of the organisation.

While the Communication and Engagement function obviously has a strong influence over many of the Council's touchpoints, it's important to note that the responsibility for these is shared right across Council. Reputation is built (or broken) through any interaction – whether that be 1:1 conversations, social media interactions or through experiences that the community have of council services such as recycling collection, library visits or use of public facilities.

## Community touch points (and how this strategy will help them)\*

\*Refer to Appendix Two for the Customer Experience Framework that outlines other actions required to deliver a champion customer service.

Touch points	Their role	What type of information do they need / want to successfully engage?	What tools do we have in place to equip them to best promote Council?	What tools do we need to equip them to best promote Council?
<b>Council Customer Support team (phone and front of house)</b>	Inform	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Key contact people</li> </ul>	<ul style="list-style-type: none"> <li>• Teams Customer and Comms chat</li> <li>• Ad hoc briefings at Customer Support meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing documents for each project / issue</li> <li>• Involvement in kick start meetings</li> </ul>
<b>Library and Museum staff</b>	Inform	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Key contact people</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kupenga</li> <li>• Email</li> <li>• Teams</li> <li>• Leader-led conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing documents for each project / issue</li> <li>• Key messages to share with visitors</li> </ul>
<b>Elected members</b>	Inform / Engage Consult / Decide	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Key contact people</li> <li>• Decision making process</li> <li>• Key events</li> <li>• Background info</li> <li>• How they can be involved</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly elected member update</li> <li>• Workshops</li> <li>• Council and Committee Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement calendar so they know what to attend</li> <li>• Branded tee-shirt</li> <li>• Consultation / comms info packs</li> <li>• Emails / app for them to send feedback</li> </ul>

Touch points	Their role	What type of information do they need / want to successfully engage?	What tools do we have in place to equip them to best promote Council?	What tools do we need to equip them to best promote Council?
<b>Community Board members</b>	Inform / Engage	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Key contact people</li> <li>• Decision making process</li> <li>• Background info</li> <li>• Key events</li> <li>• How they can be involved</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly elected member update</li> <li>• Community Board Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement calendar so they know what to attend / what to promote</li> <li>• Consultation / comms info packs</li> </ul>
<b>Staff (office / desk based)</b>	Inform / Engage	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• How it links to their work</li> <li>• What they can tell people</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kupenga</li> <li>• Email</li> <li>• Teams</li> <li>• Leader-led conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updates to Executive team and Manager team meetings (and then shared via managers)</li> <li>• Engagement calendar</li> </ul>
<b>Staff (non office-based) e.g. building inspectors</b>	Inform / Engage	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• How it links to their work</li> <li>• What they can tell people</li> </ul>	<ul style="list-style-type: none"> <li>• Te Kupenga</li> <li>• Email</li> <li>• Teams</li> <li>• Leader-led conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updates to Executive team and Manager team meetings (and then shared via managers)</li> <li>• Engagement calendar</li> </ul>
<b>Staff leading consultation activity (including communication function)</b>	Inform / Engage / Consult	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Decision making process</li> <li>• Timelines</li> <li>• How people can have their say</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and Engagement Plan template</li> <li>• Project kick start questionnaire template</li> <li>• Engagement toolkit (limited)</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement calendar</li> <li>• Engagement toolkit (advanced)</li> </ul>
<b>Contractors (working on behalf of Council)</b>	Inform / Engage / Consult	<ul style="list-style-type: none"> <li>• Key facts and messaging</li> <li>• Our templates</li> <li>• Brand guidelines</li> <li>• Decision making processes</li> <li>• Expectations</li> </ul>		<ul style="list-style-type: none"> <li>• Briefing with Comms lead before any project begins</li> <li>• Engagement calendar</li> <li>• Engagement toolkit (advanced)</li> </ul>

# Stakeholder management framework

Effective stakeholder management is critical to achieve this strategy's goal of building trust and confidence. We cannot achieve this working in isolation and for Waipā District, our sum is most definitely greater than the parts.

## **Strong stakeholder relationships will allow Council to:**

- realise potential funding opportunities
- develop a better understanding of community needs
- better align planning to satisfy mutual goals
- build strong advocates for Council and its proposals
- more effectively manage community expectations
- influence the influencers
- build a greater understanding, earlier, of stakeholder aspirations and plans
- leverage stakeholder knowledge, resources and skills
- better meet political expectations
- build greater trust and confidence among key community partners
- realise potential funding opportunities.

This framework needs to be a live document and updated on a regular basis. Full reviews should take place on a regular basis to ensure contacts are up to date and correct.

## **Council's stakeholder management framework outlines:**

1. who Council's key stakeholders are (so we know who we need to work with)
2. what their interest areas are (so we know what we need to work together on)
3. how we will engage with them (so we know how to build and maintain strong connections).

**The full Stakeholder Management Framework is in Appendix Three.**



Summary of actions		Who	Progress
 1	Review What's on Waipā to look at what opportunities there are to include an internal community engagement planning calendar and other development.	Comms & Eng	
 2	Creation of annual What's on Waipā marketing campaign .	Comms & Eng	
 3	Creation of annual Antenno marketing campaign.	Comms & Eng	
 4	Audit of all consultation and engagement planned for the next financial year (2023 – 24).	Comms & Eng	
 5	Update community engagement toolkit.	Comms & Eng	
 6	Create community engagement toolkit booking system.	Comms & Eng	
 7	Investigation into community insights hub.	Comms & Eng / Strategy	
 8	Investigate the opportunity to develop community profiles for the Waipā district.	Comms Advisors	
 9	Develop community persona to be used across communication and engagement planning.	Comms & Eng	
 10	Introduce monthly social media report.	Comms & Eng	
 11	Media education training in place for ELT and relevant managers.	Comms & Eng	
 12	Monthly reputational management reporting.	Comms & Eng / Org Exc	
 13	Confirm process for communication lens to be put over council reports.	Comms & Eng / Gov	

Summary of actions		Who	Progress
14 	Develop and implement 'Let's talk straight' campaign.	Comms & Eng	
15 	Ensure templates are in place for location-based signage.	Comms & Eng	
16 	Develop suite of departmental key messages.	Comms & Eng	
17 	Social media content framework created.	Comms & Eng	
18 	Confirm approach for social media budget.	Comms & Eng	
19 	Review and update brand manual and writing style guide.	Comms & Eng	
20 	waipadc.govt.nz content reiew.	Comms & Eng	
21 	District-wide photography and videography shoot.	Comms & Eng	
22 	Internal communication plan.	Comms & Eng	
23 	Friday councillor mail out – comms check.	Comms & Eng	
24 	Establishment of community pulse report .	Comms & Eng Comms Advisors	
25 	Stakeholder relationship management plan implemented.	Partnerships	

# Appendix One: Communication and engagement templates

- **Communication and Engagement Plan template:** ECM # 10941342
  - **Communication Plan template:** ECM # 10941341
  - **Communication and Engagement - Kick start meeting questionnaire:** ECM # 11029240
- 

## Appendix Two: Customer experience framework

### Introduction

Waipā District Council has many customer-facing roles such as those staff at the libraries, museum, and customer service centre. But even most of Council's non customer-facing roles have interactions with customers at some point.

No matter what the role, customers are everyone's responsibilities.

This customer experience framework outlines the key foundational actions that are required for Waipā District Council to deliver exceptional customer service.

### Who are the customers

Waipā District Council's customers are quite simply the Waipā community – that includes both ratepayers and residents who don't pay rates but who live in our district and use our services.

Our customers can be differentiated by the type of task / interaction they're having with Council.

For example, a customer is someone who is:

- borrowing a library book
- paying their rates
- emailing to ask about their recycling question
- asking a question on Council's Facebook page
- having their say in a consultation process.

While the channel and topic may differ, the principles of champion customer service should remain the same.

## The purpose of this framework

The purpose this framework is to summarise the plan of action to achieve a champion customer approach in all that we do.

Council already has a Digital Strategy in place and is well on its way to improve the digital customer experience. This involves a clear digital roadmap and list of projects that work to enable a better experience for our customers across our digital channels.

Because the digital roadmap already includes a number of customer-first activities, this framework is largely focused on behaviour-based activities and actions. As with everything we do, these actions are underpinned by our organisational values.

The framework outlines the foundational actions required for Council over a 12 month period from 1 July 2023 – 30 June 2024. Once the foundations are in place, the framework will be reviewed to assess longer-term implementation tactics.

## Where we are now

### What we know

Council's customer experience framework needs to be driven by our values.

Our values need to guide our staff's thoughts, behaviour, actions, and decisions while they are representing Council. They have been developed by all of us and are our guide to the way we work. They help us do great work so that we can deliver on our vision for Waipā to be the 'Home of Champions – Building Connected Communities'.

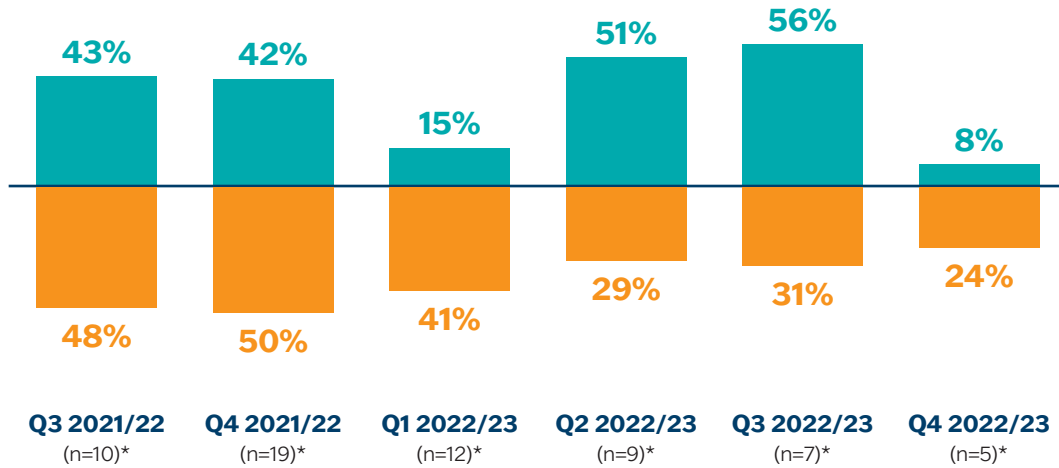
Our values are:



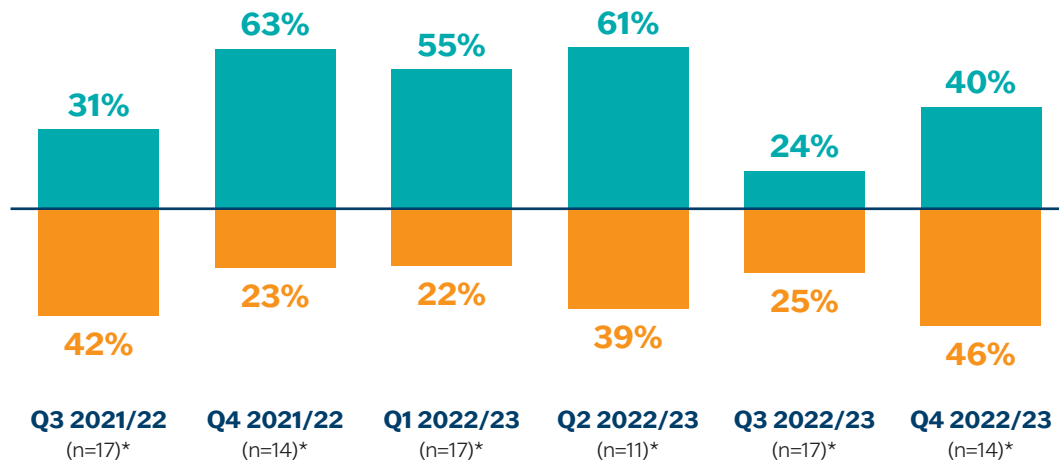
## Residents' Satisfaction Survey results

### Satisfaction with how enquiry was handled

#### In person - Total



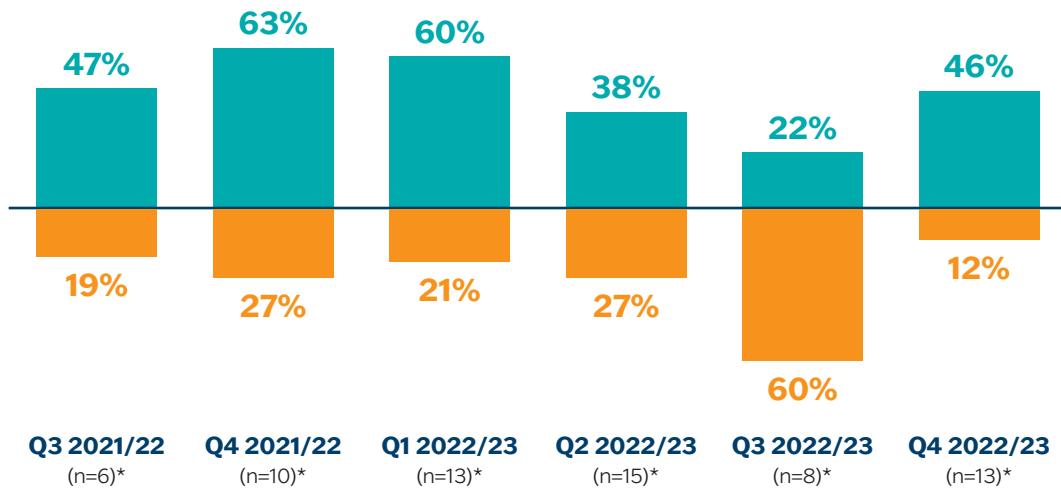
#### By telephone - Total



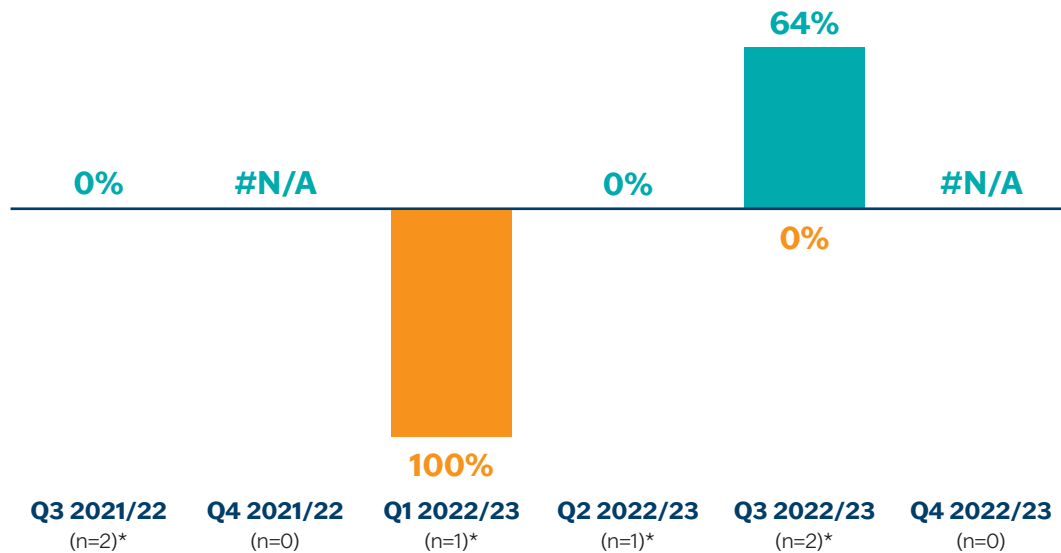
\*Significant difference

## Satisfaction with how enquiry was handled

### Via email - Total



### Social media - Total



\*Significant difference

# Waipā District Council Digital roadmap

Waipā District Council's digital roadmap sets out the digital vision and objectives for Council.

## The objectives are:

- make it easy for customers to connect with Council
- deliver digital services in the most cost effective way
- one staff and one customer view
- manage the risk from business disruption.

## Current challenges

Challenge	Detail
<b>Inconsistency</b>	Not all staff use the same process for dealing with customers.  There is no shared set of agreed customer service principles or levels of service.
<b>Lack of transparency</b>	No clear visibility of how other teams are working with customers.  Requests that are assigned to staff through the CRM system are not always updated with progress and resolution, meaning there's no visibility of work done. This results in customers calling back and being dissatisfied when we can't find any information about their request.
<b>Contractor comms</b>	Sometimes when projects are contracted out, contractors manage the communication with no clear briefing to the Customer Support team – meaning customers will ring and staff won't have the necessary information for them.
<b>Customer Support team not always updated</b>	Customer Support sometimes don't receive information that impacts the customer – e.g. that an entire team will be in a meeting and won't be available, or where services are shut down.
<b>Customer-first attitude not always evident</b>	Some staff don't want to call customers, it's not seen as their role. Others don't understand the importance of channels like Facebook.
<b>Technology barriers</b>	If people are off-site resolving an issue, they don't always have access to the system to update a CRM and don't get around to doing it back in the office.

# Where we want to go

## Goal

Waipā District Council staff and contractors deliver champion customer service – always.

### In particular, our staff and contractors will:

1. understand who our customers are
2. have a customer-first mindset
3. live and breathe Waipā District Council values in all interactions with customers and have the tools to support these interactions.

## How we're going to get there

This framework outlines some foundational actions that will set Council up for success. The actions have been grouped by value to ensure they are driving Council's approach to delivering champion customer service.

### 1. We do the right thing actions

Delivering champion customer service isn't rocket science – it's simply about doing the right thing - always.

#### 1.1 Understanding our customers

- Undertake some customer persona / profiling work to help staff understand Council's wide range of customers (that are often very different to us).

#### 1.2 Customer journey mapping

- Review Council's current customer journey maps and ensure appropriate work is underway to support them.

#### 1.3 Champion Customer Service Charter

- Creation of a Customer Service Charter that outlines expectations for staff and clearly states responsibilities. Include details around response timeframes, CRM processes etc.
- Creation of a one-pager that summarises the charter and can be shared with all staff.

#### 1.4 Contractors

- Undertake an audit of current contract conditions that are in place to identify what customer experience expectations / KPIs are included.
- Create a consistent 'customer experience' section that is included in all contract agreements (where relevant and applicable).

#### 1.5 KPIs

- Review current KPIs around customer services / customer interactions and ensure they are part of every staff member's KPIs.

#### 1.6 Closing the loop

- Ensure processes are in place to close the loop on all customer interactions (e.g. social media messaging, responding to submitters in consultation processes etc).



## 2. Being safe and well matters actions

Making sure our staff keep safe and well throughout all interactions with our customers is vital. This includes physical and mental safety and wellbeing. The actions included in this section will ensure our staff are safe in their interactions with customers.

### 2.1 Staff training

- Ensure staff are given the opportunity to attend difficult customer training.
- Ensure staff are given the opportunity to attend resolution training.

### 2.2 Social media

- Responsibility for monitoring Council's social media pages sits with the Communication and Engagement team, and predominantly with the Digital Communication and Engagement Advisor position. It's important though that the Advisor has rostered days off managing the channels to get a break from the often very negative and draining comments.
- Implement a firm 'no bullying' approach to Council's social media pages. This not only looks after our staff but shows our customers what we stand for as Waipā District Council.

## 3. We strive to improve actions

There is a lot of great customer service happening at Waipā District Council but there's still areas for improvement that needs to be prioritised across Council.

### 3.1 Compulsory Champion Customer Service training

- Work with an external provider to create a customer service training programme for ALL staff. Similar to previous 'Can do, will do' training. This training could be in person or undertaken virtually (or a combination of both).
- Investigate what other councils do (particularly Hamilton City Council due to the after hours cover) – potentially an opportunity to align training.

### 3.2 New staff induction: Set staff up for success

- Ensure all new staff are made clear up front around expectations of champion customer service and talked through the champion customer services checklist.

### 3.3 Celebrating our customer champions

- Positive feedback received from customers will be celebrated on Te Kupenga, in the Chief Executive blog and when appropriate, shared as part of the Councillor weekly mail out.

### 3.4 Digital strategy

- Continue implementation of Council's Digital Strategy and Roadmap.
- Ensure progress is widely publicised and shared with staff.

### 3.5 External communication and engagement strategy

- Council's external communication and engagement strategy outlines how Council will strengthen its connections with the community by having channels and tools in place to reach the right people, in the right way, at the right time. Delivering the actions outlined in the Strategy will assist this framework's goal of delivering champion customer service, always.
- Refer to 'Community touch points' table in the external communication and engagement strategy.

### **3.6 Internal communication plan**

- A key part of customer service is knowing, and sharing, accurate facts about what's going on in Council. Council's internal communication plan aims to achieve the goal of: Our staff are our biggest brand ambassadors. They're engaged in Council and are equipped with the right information so they can confidentially share with each other, their customers and the community.
- Delivering the actions outlined in the Plan contributes to this framework's goal of delivering champion customer service, always.

### **3.7 Monthly reporting**

- Share Council's monthly reporting of Customer Service metrics with all staff, emphasising that it's everyone's responsibility.

## **3. Commitment to Maori and the treaty actions**

### **4.1 Te reo**

- Investigate ways to include more te reo in our customer services (phone messages, audio recordings, office signage, email signatures etc).

### **4.2 Cultural awareness training**

- Ensure all staff attend cultural awareness training.

### **4.3 District tour**

- Ensure all staff attend a district tour to understand sites of significance as well as key Council services and facilities.

### **4.4 Translation services**

- Have a process for translation services in place for submissions / correspondence received in te reo.

# Appendix Three: Stakeholder management framework

## Introduction

Council's external communication and engagement strategy aims to:

Build increased trust and confidence in Waipā District Council through **genuine, open, credible and smart** communication and engagement activity.

Effective stakeholder management plays a critical role in achieving this goal.

### **Strong stakeholder relationships will allow Council to:**

- realise potential funding opportunities
- develop a better understanding of community needs
- better align planning to satisfy mutual goals
- build strong advocates for Council and its proposals
- more effectively manage community expectations
- influence the influencers
- build a greater understanding, earlier, of stakeholder aspirations and plans
- leverage stakeholder knowledge, resources and skills
- better meet political expectations
- build greater trust and confidence among key community partners.

Developing and effectively managing a stakeholder framework is a critical part of Council's overall External Communication and Engagement strategy.

### **Council's stakeholder management framework outlines:**

1. who Council's key stakeholders are (so we know who we need to work with)
2. what their interest areas are (so we know what we need to work together on)
3. how we will engage with them (so we know how to build and maintain strong connections).

This framework is a new initiative for Waipā District Council as currently stakeholder management

is done on a more ad-hoc or project-by-project basis. The framework will enable joined-up and consistent communication activity and support the creation (and maintenance) of trusted, enduring partnerships between Council and its partners and stakeholders.

It's important to note up front that initially, Council's stakeholder management framework will not be able to be everything to everyone right away. This stakeholder management framework aims to get the foundations right first, and build on this over time.

## 1. Who Council's key stakeholders are: Stakeholder database

A list of key stakeholders has been included on pages 48 - 50 of this strategy.

This is not a complete list of stakeholders that Council engages with. Rather it is a list of those stakeholders Council will initially focus on within the first phase of this framework. The list of businesses, organisations and individuals that Council works with on a day-to-day basis is much more extensive so over time as this framework is embedded across the organisation, further stakeholders will be added.

This list will be reviewed on a regular (i.e. three times a year) basis and amended as required.

It is recommended that a Stakeholder Insights Memo be created to record any issues and opportunities that arise through the stakeholder engagement. As stakeholder management is a shared responsibility of staff and governance, this Memo should be shared with the Mayoral Office and discussed at regular (three times a year or as required) stakeholder-focused meetings.

Project-specific stakeholder lists will also be created as part of communication and engagement planning.

**Please note:** Iwi and mana whenua engagement is not covered in this Framework and will be covered through a separate partner engagement plan.

## 2. What their interest areas are: Stakeholder types

Council's stakeholders can be broken down into six categories:

1. Fundraising or potential fundraising partner
2. Influence / set policy that impacts Council
3. Regional relationship
4. Influencer within the community
5. Waipā Anchor Institutions (i.e. large employers in an area that play an important role in shaping a district with regard to character and identity)
6. Their performance has a direct impact on Council

It's important to note that some stakeholders will sit across multiple categories but for the purpose of this framework, they have been placed in their primary type.

### 3. How we will engage with them: Stakeholder management activities

#### Relationship Managers

Currently relationships with key stakeholders are managed on a largely ad-hoc basis. Going forward, it's important that Council's key stakeholders have a main point of contact within Council, rather than multiple. A single point of contact enables relationships to be nurtured, reduces messaging confusion and results in efficiencies for both parties.

Relationship Managers have been identified and 'assigned' to a stakeholder.

Relationship Management is often as simple as a phone call, a coffee catch up or a conversation at an existing event or meeting. Each Relationship Manager will determine how best they touch base with their stakeholder. Any notes of interest will be fed back through to the Mayoral Office Stakeholder Meetings mentioned in #5 below.

#### It is the responsibility of the Relationship Manager to:

1. be the main point of call for the stakeholder (i.e. the one that they contact for any queries around Council)
2. check in with their stakeholders on a regular basis (how this is done will vary depending on the relationship manager and stakeholder)
3. act as the conduit between the stakeholder and other Council staff members and teams
4. advise on the best way to engage with the stakeholders in communication and engagement planning processes
5. feed any stakeholder insights / issues into the Stakeholder Insights Memo (discussed on a regular basis with the Mayoral Office).

#### Stakeholder management: Projects

Stakeholders will be identified on a project-by-project basis and considered up front as part of any communication and engagement planning activity. Using the International Association for Public Participation (IAP2) spectrum, stakeholders will be categorised by level of involvement / interest in the project and appropriate communication and engagement tactics will be recommended to ensure they are involved appropriately.

The Communication and Engagement Lead will work with the Project Manager to identify these stakeholders and then check against the Stakeholder List for the relevant Relationship Manager. The Relationship Manager can then provide any advice on how best to engage with the stakeholder and can discuss the project / activity with the stakeholder as required. The Relationship Manager involvement will vary depending on the project.

## Organisational activity

Organisational stakeholder initiatives are a way to ensure stakeholders are kept up to date with Council activity and to ensure they feel valued and as an integral part of the Waipā community. Council's vision is Home of Champions – Building connected communities – and this will only be possible if Council builds trusted, enduring relationships with partners and stakeholders. Organisational events and initiatives also offer stakeholders with valuable networking and partnership opportunities.

### 1. Stakeholder breakfasts

Stakeholder breakfasts are an opportunity for Council to present on key trends / projects and ensuring stakeholders hear about things from Council first. Two stakeholder breakfasts are recommended to be held each year – with the first one to coincide with Long-Term Plan and Ahu Ake consultation in early 2023. The invite list for these will vary depending on the topic(s) being covered.

### 2. End of year Mayoral event

This end of year event is an opportunity to reflect on the year that's been, introduce what's coming up for the following year and to most importantly, thank key stakeholders for their contributions. The event is hosted by the Mayor and all Relationship Managers should attend and use it as an opportunity to check in and celebrate with their allocated stakeholders.



## Have a question or a comment?

Contact the Communication and Engagement team.

**We'd love to hear from you!**



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