

Council Briefing Agenda

Date: Tuesday, 22 August, 2017

Time: 9:00 am

Location: Council Chamber
Forum North, Rust Avenue
Whangarei

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

For any queries regarding this meeting please contact
the Whangarei District Council on (09) 430-4200.

1. Apologies

2. Reports

2.1 Northland Civil Defence Emergency Management LTP Briefing 1

2.2 LTP Assets and Operations - Support Services 15

3. Closure of Meeting

Northland Civil Defence Emergency Management (CDEM) Group, Long Term Plan Presentation.

Meeting: Council Briefing
Date of meeting: 22 August 2017
Reporting officer: Victoria Randall, Tony Phipps, Graeme MacDonald

1 Purpose

To present to Council the Northland Civil Defence Emergency Management Group Long Term Plan Activity Group Briefing

2 Discussion

The Northland CDEM Group Coordinating Executive Group Chair, Tony Phipps will present and discuss the Northland CDEM Group LTP Activity Group Plan. This presentation and discussion will input into Civil Defence Emergency Management considerations as part of the Council LTP process.

3 Attachment

The Northland Civil Defence Emergency Management Group LTP Group Activity Plan 2017

Report

Activity Group Briefing

Civil Defence Emergency Management

Table of Contents

1	Civil Defence Emergency Management (CDEM)	3
1.1	Activity overview	4
1.1.1	Current Levels of Service and performance measures	5
1.1.2	Current performance	6
1.1.3	The Gap	7
1.1.4	Environmental Scan	8
2	The next 10-30 years	9
2.1	Issues and risks	9
2.2	Closing the gap – what needs to be done	9
2.3	Key upcoming projects	10
	Appendices 1	11

1 Civil Defence Emergency Management (CDEM)

Council is a partner in the Northland Civil Defence Emergency Management Group, responsible for the implementation of local Civil Defence arrangements to help people reduce risks, prepare for, respond to and recover from a civil defence emergency.

The Northland CDEM Group was formed under the Civil Defence Emergency Management Act 2002. It comprises representatives from the Whangarei, Kaipara and Far North District Councils, the Northland Regional Council, Police and Fire and Emergency New Zealand. The purpose of the group is to provide coordinated CDEM planning for reduction, readiness, response and recovery across a range of agencies.

The CDEM Group is supported by the Coordinating Executive Group (CEG), a statutory group comprising of Chief Executive Officers (or senior representatives) of local authorities, senior emergency services managers and the Northland District Health Board. The CEG implements the decisions of the CDEM Group and provides it with strategic advice.

Group goals and objectives are set out in the Northland Civil Defence Emergency Management Group Plan. The Group is funded by its members and local authorities employ staff to manage local CDEM work programmes as agreed by the Northland CDEM Group. The Group's CDEM Office coordinates CDEM staff and implementation of the Group's programmes. The council has a service level agreement for the provision of CDEM services with the Group office.

Structure diagram of the Northland CDEM Group

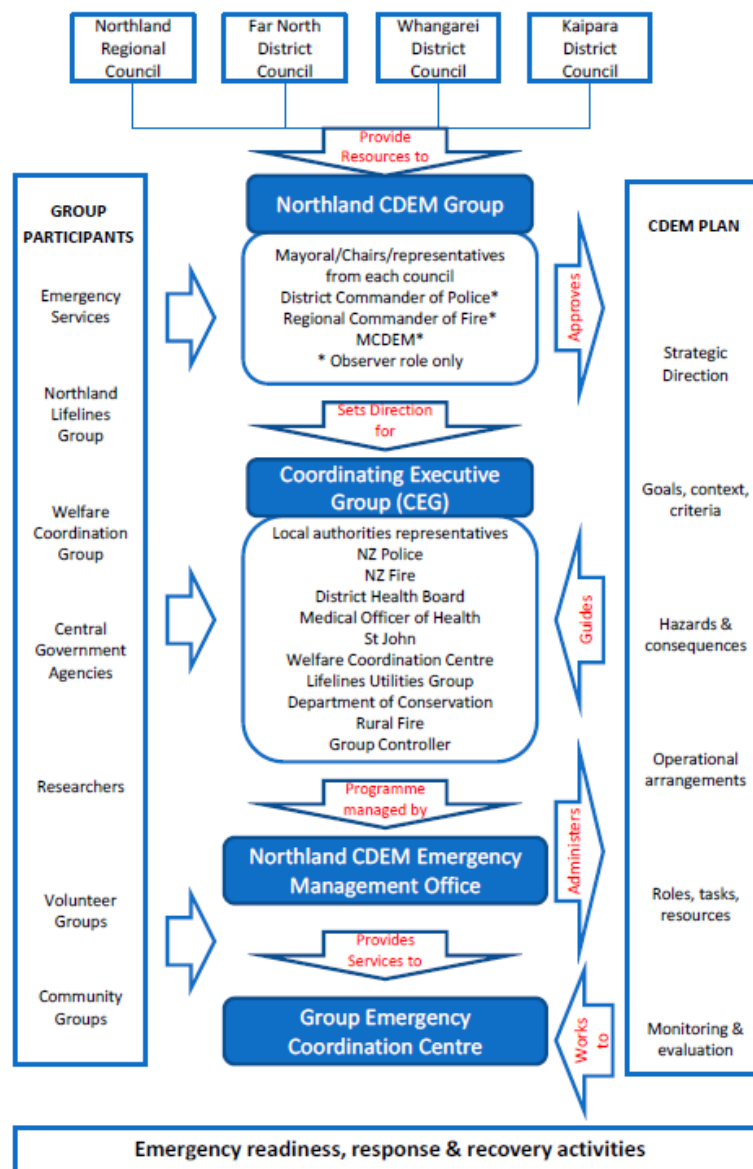


Figure 19: Northland CDEM Structure

1.1 Activity overview

Our district is susceptible to many hazards, the highest hazard being extreme weather events which require monitoring and response by Civil Defence. The main impacts are felt in roading networks along with damage to other infrastructure such as pipelines, walking tracks and coastal structures. Communities can also be isolated without power and communications for extended periods of time.

A catastrophic event such as a local source tsunami (which are high consequence but low risk) may cause some deaths and widespread destruction.

Council carries out Civil Defence Emergency Management activities to help build a sense of community and to help people feel safe. If an emergency occurs Council wants to ensure that people, business, schools, community groups and others can do as much possible to look after themselves. It also wants them to be able to recover as quickly as possible from civil defence emergencies.

Emergency Management contributes to the council goals of -

- Easy and safe to move around
- A growing, resilient economy
- Clean, healthy and valued environment
- Vibrant and healthy communities
- Well managed growth

CDEM activities fall under the 4 R's of Emergency Management, Reduction, Readiness, Response and Recovery.

Functions

Reduction - reducing the risks from hazards:

A fundamental step towards building resilience in Northland is the reduction of the exposure to and impacts of hazards on our communities. Methods to reduce hazard impacts are:

- land planning use
- district plan rules and policy changes
- effective building controls
- redundancy in critical infrastructure
- careful and secure locations for critical services and infrastructure
- sub-division consents
- asset management plans
- demand management strategies
- simple mitigation measures.

Readiness – increasing community awareness, understanding, preparedness and participation in civil defence emergency management:

A resilient community is well informed about hazard consequences, committed to managing risks and takes steps to be prepared and learn from emergencies. People, business, schools, community groups and others should have plans in place and be prepared for emergencies. Ways in which resilience is built include:

- Supporting 17 Community Response Groups in the Whangarei District (see Appendices 1)
- Public education campaigns and consistent messaging
- Training and exercises
- Welfare volunteers and community response groups
- Warning systems
- Developing of plans and procedures in Council and the community.

Response – enhancing capability to manage civil defence emergencies:

An effective response is timely, efficient and coordinated so the community is supported and the basics of life restored as quickly as possible, this includes:

- multi-agency integrated planning
- a high level of cooperation and information sharing between agencies
- a clear understanding of respective roles and responsibilities
- a functioning emergency operations centre with experienced, highly trained staff.

Recovery arrangements – enhancing capability to recover from civil defence emergencies:

After an emergency, affected communities depend on immediate relief and effective and efficient rebuilding processes. Recovery focuses on minimising the escalation of the consequences of an emergency and rehabilitating the community social, emotional and physical wellbeing through:

- integrated planning across agencies which have a role within recovery
- further steps taken to reduce the impact of hazards
- reassessing community priorities and adapting to changed economic, environmental, built and social needs
- having experienced and highly trained recovery managers to coordinate recovery.

1.1.1 Current Levels of Service and performance measures

Performance Measures

Northland CDEM Group Plan 2016-2021

The Northland CDEM Group plan outlines four goals. The goals set out the broad criteria against which the CDEM Group Plan will be measured and monitored.

The goals of are directly aligned to the national CDEM goals:

- Goal 1 - Increased community awareness, understanding, preparedness and participation in civil defence emergency management (Readiness)
- Goal 2 - Reducing the risks from hazards (Reduction)
- Goal 3 - Enhancing capability to manage civil defence emergencies (Response)
- Goal 4 - Enhancing capability to recover from civil defence emergencies (Recovery)

Northland CDEM Group

- The Northland CDEM Group Joint Committee and the Coordinating Executive Group both meet quarterly to receive progress reports against the objectives in the Northland CDEM Group Plan.

Whangarei District Council District Plan 2007

The Council District Plan 2007, Part C – Policies - Natural Hazards, Section 19 covers the objectives, policies, methods and anticipated environmental results and provides guidance on Council commitment to the reduction of hazards in the district.

The Ministry of Civil Defence & Emergency Management Monitoring and Evaluation

The Ministry of Civil Defence & Emergency Management (MCDEM) carries out Monitoring and Evaluation Assessments of all CDEM Groups in New Zealand every five years. The Northland CDEM Group's last evaluation by MCDEM was in 2014 and the group scored 80% in its arrangements across the 4 R's which is amongst the three highest performing Groups in the country.

1.1.2 Current performance

The current WDC LTP does not include measures for Civil Defence Emergency Management.

Current levels of service and activities are identified in a Service Level Agreement between the Council and the NRC. The agreement outlines, in detail, the activities and tasks the Northland CDEM Group office is responsible for and those activities and arrangements the Council is responsible for.

The services provided by the SLA are broadly categorised into the 4 R's:

The CDEM services provided by the Northland CDEM Group Office to the Council:

Across all the 4 R's:

- Provide CDEM Advisors to support Whangarei District Council CDEM activities
- Manage and administers Whangarei District Council CDEM budgets

Reduction:

- Conduct hazard identification, assessment and risk reduction;

Readiness:

- Maintain, test and activate local and regional public alerting systems;
- Provide training specifications, develop packages and deliver training in accordance with an agreed training schedule;
- Develop, run and assess exercises to test the Northland CDEM Group Emergency Coordination Centre;
- Implement corrective action plans from local, regional and national exercises as applicable;
- Provide a Group Welfare Manager for the Northland region;
- Support community resilience activities;
- Provide consistent public education messages;
- Develop and maintain the Northland CDEM Group webpages, including social media and provide advice on CDEM content for local authority websites;
- Provide resource to the role of Lifelines Utility Coordinator;
- Provide administrative, financial management and project management support to the Northland Lifelines Group;

Response:

- Maintain and monitor social media during response
- Provide resource to the role of Group Controller;

Recovery:

- Provide Group Recovery Managers and support Local Recovery Managers;

The CDEM services provided by the Council to the Whangarei District Community:

Reduction:

- Risk reduction in district planning

Readiness:

- Maintain an EOC and associated equipment to an acceptable operational standard;
- Provide local communications network within its territory for CDEM use including VHF radio;
- Provide local controllers, welfare managers and recovery managers for the district;
- Develop, run and assess exercises for Council's Emergency Operations Centre training and practice;
- Implement corrective action plans from local, regional and national exercises as applicable;
- Whangarei tsunami siren network and information signage;

Response:

- Provide fit-for-purpose Emergency Operations Centres (EOC's);
- Provide staff to operate the EOC plus any required Incident Management Teams (IMT). This includes making staff available for training and exercises;
- Provide staff and resources to deliver community welfare and support to Civil Defence Centres (CDC's) during emergencies;
- Northland CDEM Group provides the roles of Group PIM and Group Controllers, the Whangarei district to have PIMs supporting and liaising with the Group PIM;
- Provide duty officer staff for an on-call roster;

Recovery:

- Plan and prepare to undertake post disaster recovery;

1.1.3 The Gap

The current compliment of CDEM key staff roles across Council is:

- Local Controllers x 2 (experienced) (4 minimum)
- Local Welfare Managers x 1 (new) (2 minimum)
- Local Recovery Managers x 0 (2 minimum)
- Public Information Managers x 4
- Emergency Operations Centre (EOC) staff x 48 (approx.)

The Council has the capability and capacity to respond to a small to medium scale event over a short duration (3-7 days) with the current levels of EOC staff, but there are significant gaps in key roles.

Further investment is required in the following areas to satisfactorily meet the Council's legislative responsibilities:

- Culture – across Council integration of emergency management responsibilities
- Funding has not significantly increased into the CDEM Group since the Shared Service agreement in 2011

- Changes to policy and process for staff involvement in CDEM activities
- Key legislative areas, funding and personnel into Recovery and Welfare

Council capacity requirements need to increase in the following areas:

- Welfare
- Community resilience
- Training and exercising including Emergency Operations Centre staff, resources, capability and audit
- Building capacity of CDEM professions in district and Northland CDEM Group office
- Enhancing Council CDEM staff capability through process change and support
- Across council emergency management integration.

Legislation changes to the CDEM Act 2017, increase the requirements of CDEM in Recovery

1.1.4 Environmental Scan

Impact of Growth

Whangarei District Council is a territorial local authority with a growing population of 84,400. Indications are growth will continue in the district at an annual rate of approximately 1%.

Community engagement, hazard awareness and the way information is managed have all changed in recent years placing increased expectations upon Civil Defence and Emergency Management.

Impact of Climate Change

Extreme El Nino events, which have cost New Zealand hundreds of millions of dollars in the past, are likely to become twice as common under climate change according to a recent study.

Currently the risk of extreme El Nino events is around five events per 100 years. That is forecast to double to approximately 10 events per 100 years by 2050. The result is that the region is likely to encounter more regular severe storms and droughts.

Ministerial Review of New Zealand's CDEM Response

As a result of a number of recent emergencies in New Zealand a Ministerial review is being undertaken. The review may have implications for the way CDEM is organised, funded and delivered in the future.

Civil Defence Emergency Management Act amendments

The Civil Defence Emergency Management Act 2002 has been amended in 2017, specifically to strengthen recovery planning and powers. CDEM Groups must amend their plans by 1 June 2018 to include strategic planning for recovery and there is now a legislative requirement to appoint a Group Recovery Manager, who has specific legislative powers.

Local Government Section 17a Review of Northland Civil Defence Emergency Management Group

The Northland CDEM Group is currently undertaking a Section 17a Review for Civil Defence Emergency Management to inform the LTP process.

2 The next 10-30 years

2.1 Issues and risks

Reduction:

- The main long term activity of Council in this area is the responsibility for risk reduction across the Whangarei District, making Readiness, Response and Recovery activities less complex.

Readiness, Response and Recovery:

- The continued improvement and support of these activities in line with the CDEM Act 2002 and the increasing district growth.

2.2 Closing the gap – what needs to be done

Reduction

- Include risk reduction more explicitly in district planning, policy and consents

Readiness

- Increase support for community resilience, including sustaining Community Response Groups
- Continue to improve alerting and warning systems

Response

- Provide for trained and capable key CDEM roles and Emergency Operations Centre staffing
- Capability to establish and operate Civil Defence Centres

Recovery

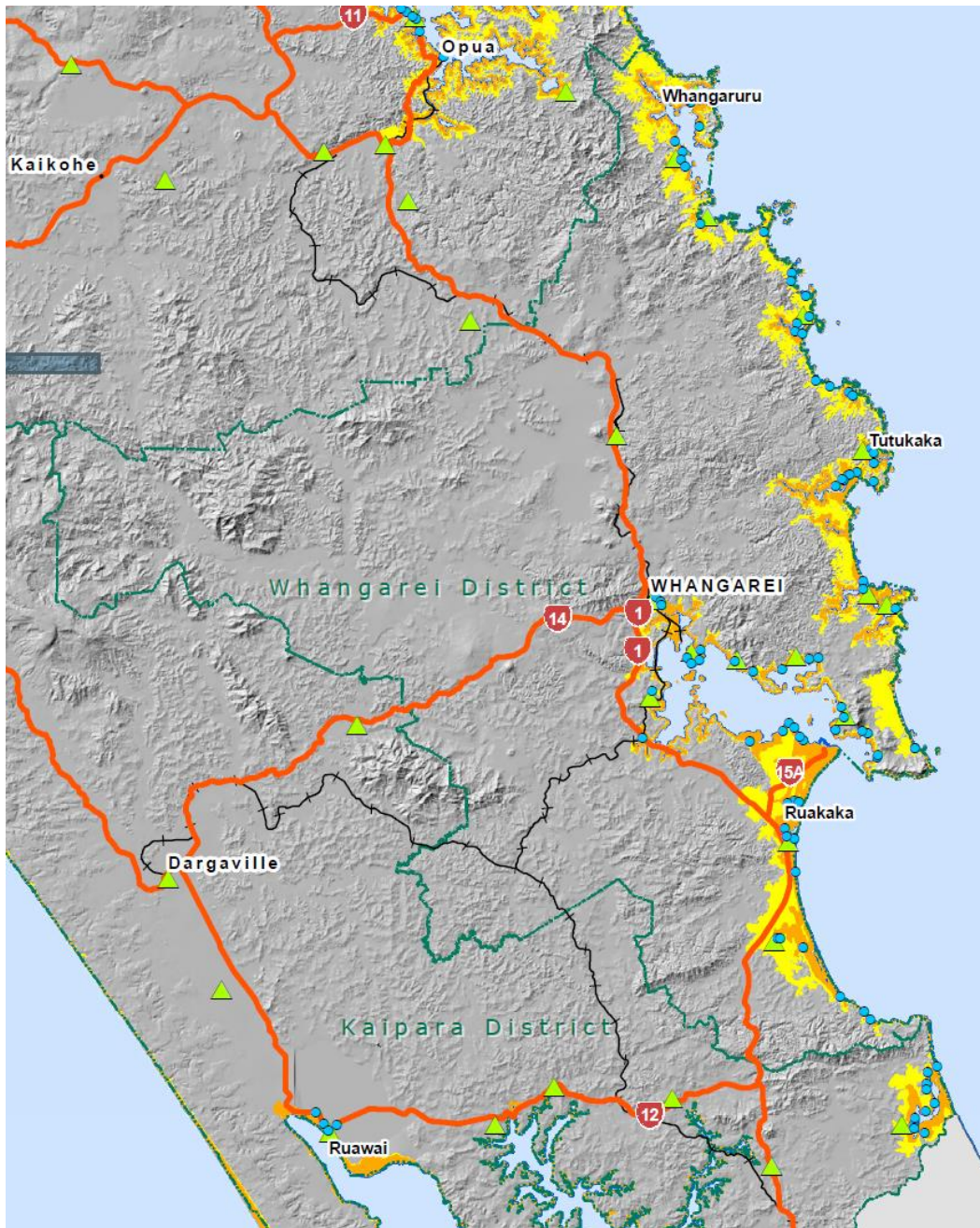
- Comply with new legislation requirements

2.3 Key upcoming projects

Project title & activity	Description	Business need (issue/opportunity)	Area/Ward	Year(s)	Total cost (\$000)	LoS
CDEM Shared Services	Civil Defence Shared Services CDEM Professionals	Integrated CDEM Services across the region	n/a	18-20	\$350,000.00	
Community Response Arrangements	Building community resilience through community response planning	Community resilience	n/a	18-20	\$30,000.00	
Tsunami Preparedness	Tsunami information boards, directional signage, tsunami sirens (outdoor and indoor), tsunami mapping, resource consents, land use planning	Increase Reduction of hazards, increase readiness for communities to respond to CDEM emergencies. Increase community resilience	n/a	18-20	\$105,000.00	
Local Emergency Operations Centre capability	Staffing, resources, training, exercises, audit	Increase capability to respond to emergencies	n/a	18-20	\$20,000	

Appendices 1

Whangarei District Community Response Group and Tsunami Siren Locations 2016



•	Tsunami Siren
▲	Community Response Plans
—	State Highways

Whangaruru North (Bland Bay)	
Whangaruru South (Oakura)	
Helena Bay / Teal Bay	Whananaki
Tutukaka Coast	Onerahi
Taiharuru	Waikaraka / Tamaterau
Parua Bay	Whangarei Heads
Pataua	Portland
Ruakaka / One Tree Point	Waipu
Hikurangi	Ngati Hau
Mangakahia Central	

LTP Assets and Operations - Support Services Activity Group

Meeting: Council Briefing
Date of meeting: 22 August 2017
Reporting officer: Alan Adcock (General Manager – Corporate/CFO)

1 Purpose

To discuss the Support Services Activity as part of the development of the 2018-28 Long Term Plan (LTP).

2 Background

The services that Council delivers to the community are grouped under a range of 'activities', such as Transportation, Water etc. Each activity has defined levels of service with associated performance measures. Most of these services have an external delivery component.

However, like any organisation, there are a range of 'enabling' support services that all others rely on, rather than having their own support functions e.g. we have one HR department for the organisation, rather than one for each major activity.

These support services include:

- Human Resources (People & Capability)
- Financial Management
- Communications
- Information and Communication Technology (ICT)
- Governance
- Maori Relationships

These broad classifications do not exactly match our current organisational structure, and some of the functions classified as support services in the last LTP have been re-classified for the new one. (These are Civil Defence, Property and Customer Services, and have been covered in previous briefings.)

The range and scope of support services are largely determined by legislation (e.g. financial reporting, rates) or decisions in relation to other activities e.g. anything beyond 'core HR services' will be determined by the operating hours, staffing levels and specialist skills needed to deliver services that are used by the public.

In terms of the 2015-2025 LTP, there are currently no specific service levels for support activities, although some (such as IT) have internal service targets.

ICT activities are discussed in more depth than others in this paper because of:

- The significant costs of this activity.
- Implementation of the IS Strategic Plan (ISSP), which is partly complete, requires ongoing capital funding.
- Initiatives introduced via the ISSP will have significant impacts on service delivery for the whole organisation.
- Many of the topics discussed in this section have relevance to other support activities.
- Elements of our IT platform and deliveries are extremally facing e.g. WDC website.

Support functions in the last LTP included Infrastructure Projects and Support, which were historically grouped to provide technical and administrative support to the Infrastructure and Services Group. This included planning, contract and general administration, asset management systems and databases and project and contract management support. Under the new organisational structure these services continue to be provided through the Infrastructure Planning, Capital Works and Development arms of Council. While the functions of this activity largely remain the same the changes will drive operational efficiency and will be underpinned by internal service level agreements to ensure that statutory timeframes, and overarching levels of service, are met.

3 Discussion

Matters arising from the information provided in this report will be discussed in more depth at the Briefing.

4 Attachments

Activity Group Briefing Report – Support Services

Report

Activity Group Briefing

Support Services

Table of Contents

1	Strategic Overview: People and Capability	3
1.1	Activity overview	3
1.2	Current Levels of Service and performance measures	3
1.3	Current performance	3
1.4	The Gap	4
1.5	Environmental Scan	4
1.6	Issues and risks	4
1.7	Closing the gap – what needs to be done	4
2	Strategic Overview: Financial Management	5
2.1	Activity overview	5
2.2	Performance measures	5
2.3	Current performance	5
2.4	Key trends – now and in to the future	6
2.5	Future measures	6
3	Strategic Overview: Communications	7
3.1	Activity overview	7
3.2	Performance measures	7
3.3	Current performance	7
3.4	Key trends today and beyond	7
3.5	Closing the gap	8
4	Strategic Overview: Information Communications and Technology	10
4.1	Activity overview	10
4.2	Current Levels of Service and performance measures	10
4.3	Key upcoming projects	13
4.4	Current performance	14
4.5	The Gap	15
4.6	Environmental Scan	15
4.7	Issues and risks	15
4.8	Closing the gap – what needs to be done	16
	APPENDIX 1 New Zealand Government Digital ICT Strategy	18
	APPENDIX 2 Excerpt from the Information Services Strategic Plan	19
5	Strategic Overview: Governance	25
5.1	Activity overview	25
5.2	Performance measures	25
5.3	Current performance	25
5.4	Key trends – now and in to the future	25
5.5	Future measures	26
6	Strategic Overview: Maori Relationships	27
6.1	Activity overview	27
6.2	Current Levels of Service and performance measures	27
6.3	Current performance	27
6.4	The Gap	28
6.5	Environmental Scan	28
6.6	Issues and risks	28
6.7	Closing the gap	28

1 Strategic Overview: People and Capability

1.1 Activity overview

The main areas of focus for People and Capability are:



1.2 Current Levels of Service and performance measures

While there are no LTP Service Levels or performance measures, success is measured in a number of ways.

- National Benchmarks
- From a legislative perspective, external audits are regularly conducted on Payroll and the Information Systems.
- Feedback from the organisation
- Performance of newly recruited staff
- Working within financial budget.

1.3 Current performance

We are working towards developing a culture where people work more effectively across the organisation – this will support a customer focused approach, no door is a wrong door. By encouraging staff to help each other we are seeing a greater understanding and appreciation for other parts of the organisation develop.

Similarly, the recent organisation review focused on moving decision making further into the business. Previously, the majority of decisions were being referred up rather than being resolved at an appropriate level. This created a culture where people didn't accept responsibility for decisions. By enabling people to make decisions at an appropriate level we are seeing more buy in and a willingness to resolve issues rather than pass them up

In the recent organisation review we ran a recruitment process that saw our internal applicants competing with external applicants for the positions. We were delighted with the number of internal people who were successful in winning their new positions.

As a result of the recent organisation review 4 people were made redundant with no alternative position offered. Of the 12 people that were offered redundancy or an alternative role 4 opted for redundancy and 8 took the alternate role.

1.4 The Gap

People and Capability is delivering to the appropriate level of service for the organisation.

1.5 Environmental Scan

Impact of Growth – The employee numbers have increased slightly over the last 2 years. As a District, our population has increased, the improvement in the economy combined with the numbers of people moving into the District has seen an increase in the number of consent applications, and other customer driven services.

Attraction and Retention in key areas is still a challenge for Council. Technical experts in the areas of building consents and engineering continue to be in demand. Good leaders are also hot property. Most people who join us from out of town are coming to Whangarei for the lifestyle and they love it!!

1.6 Issues and risks

Staff numbers are often the focus of reports of this nature. This can be problematic - some of the issues with using headcount/FTE are that it is difficult to ensure you are considering the information within an appropriate context and that you are comparing like information when benchmarking. We are looking to create better reference points in this regard.

Training and development is also a future focus. Traditionally we have underspent our training budget with staff often feeling they do not receive many opportunities for development. We plan to put more effort into this area – understanding that learning is not just about attending a course, that in fact we learn most from the tough jobs - experience and making mistakes. We are also introducing a career pathway approach where people can apply to move through a technical specialisation pathway. We anticipate that this will provide opportunity for those technical experts who have traditionally moved through the organisation into leadership roles as this has been the only way to advance themselves. By creating the technical pathway, we hope to provide opportunities for these experts to work across the organisation as technical experts and build organisation capability.

1.7 Closing the gap – what needs to be done

No extra resources required at this stage

2 Strategic Overview: Financial Management

2.1 Activity overview

This activity encompasses the following functions:

- **Financial Accounting:**
 - Preparation & delivery of Annual Report
 - Monthly financial reports
 - Property, plant and equipment accounting
 - Tax Management
 - Management and processing of payables
- **Management Accounting:**
 - Accounting support to the business
 - Management of forecasts for the business
 - Variance explanations
 - Co-ordination of financial aspects of Long Term Plans and Annual Plans
- **Treasury**
 - Treasury management
- **CCO Accounting support**
 - Accounting support for WDA, NECT and WAMT
- **Rates**
 - Management or rating policy for the district
 - Management of District Valuation Roll
 - Management of Valuation Service Provider
 - Rates billing
 - Rates queries
- **Revenue and Collection**
 - Receipting
 - Water billing
 - General billing
 - Receivables collections

2.2 Performance measures

There are currently no performance measures in the Long-Term Plan (LTP) for this activity.

2.3 Current performance

Whilst there are no formal performance measures currently with this activity in the LTP, Finance and Revenue ensure that:

- The Annual Report is delivered within statutory timeframes.
- Annual plans and long term plans including rates Funding Impact Statements are adopted prior to 30 June each year to meet statutory time frames to be able to set the rates for the following year.
- Tax is managed appropriately.
- Financial reports are prepared monthly for both governance and management audiences.
- Rates invoices are sent out to meet dates set in the LTP/AP.
- Rating services (including collection) are provided to Northland Regional Council to performance standards set under a service contract.

2.4 Key trends – now and in to the future

Impact of technology:

- Finance
 - will benefit from upgrades and new versions of Technology One.
 - A project has been initiated to automate the front end of the payables process in terms of receiving and processing most invoices from suppliers directly into TechOne.
 - Finance will also benefit from the development of business intelligence and a data warehouse in terms of delivering pertinent information to the different parts of the business for them to make decisions on.
 - The department will explore the ability to better model and scenario test budgets including integrated balance sheet modelling.
- Revenue will
 - see improved processes once the new TechOne Billing Engine is delivered.
 - There will also be improvements in reporting on items such as receivables.
 - More efficiency and cost savings will be harnessed from the implementation of customer portals allowing more digital communication with customers, for example the mailing and payment of rates invoices.

Legislative and Accounting Standard Changes: These may require alterations to the way that we report and what we report on. Finance keeps a watching brief on developments in this area.

Harnessing developments by other Local Government Agencies: We are always on the lookout for developments by other organisations which we can leverage off. The nature of the sector allows for sharing of ideas and solutions.

2.5 Future measures

This Activity is a support function for council, which has little effect on current service levels.

3 Strategic Overview: Communications

3.1 Activity overview

Our activity encompasses these functions:

- **Media and Public:** Managing daily responses to media and public enquiries across approx. 40 channels encompassing print, radio, TV, social media, website, i-site and meetings (e.g. *Have your say*) and Mayoral support.
- **Risk and Compliance (from an organisational communication perspective):**
 - Manage response to public commentary on social media toward either pro-actively avoiding issue escalation (risking damage to Council brand, reputation, trust) or de-escalation in cases where issue already in-play.
 - Ensure deadlines met for production of legislative-process and finance driven documents with 100% success rate (e.g. LTP, LTP Consultation, Annual Plan, Annual Report, Annual Report Summary, Capital projects).
 - Consistently manage communications-relative risks associated with defamation, copyright, plagiarism, false advertising and the Privacy Act across all Whangarei District Council (WDC) external-facing communications and marketing activities, all channels.
- **Manage Brand and deliver 360-degree Content Production:** Manage all print and digital production activities for currently positioned *parent*¹ brands (e.g. *Whangarei Libraries*, *Venues & Events*, *Whangarei Love it here*). Production examples include flyers, posters, multimedia articles, press releases, social media posts, stakeholder engagement materials, All Staff meeting collateral etc. - across multiple channels, for numerous internal and external stakeholders.
- **Drive Consistently Professional Council Communications:** Create, promulgate and regularly update internal processes, guides and training to empower consistent output of:
 - Accurate, balanced, legally sound, clear, concise and engaging messaging across all channels
 - Economy of scale – right people, doing right stuff, in a lean and measurable fashion.

3.2 Performance measures

There are currently no performance measures in the Long-Term Plan (LTP) for this activity.

3.3 Current performance

There are no formal performance measures currently with this activity in the LTP.

Overall communications performance has been limited by lack of those points noted as future intentions under *5.5 Closing the Gap* in this report.

3.4 Key trends today and beyond

Digital communication and content marketing: Like the private sector, local government's customers are driving demand for increased online e-services and timely, two-way online communication. Unlike private companies, WDC is not 'currently' meeting nor set-up to meet this demand moving forward.

However, driving higher engagement and associated desired actions (e.g. broader active participation in consultation), with staged levels of demographic customer base (i.e. alternate ages, access to technology, etc.) – will require investment in the development and strategically aligned, plus staged implementation of more relevant (customer targeted) and digitally valuable (findable, readable, understandable, actionable, shareable) content.

More engagement: This is linked to the above point as technology can be an enabler to allow real time information and feedback from our communities. There is now increasing expectation that councils improve how we engage with our communities and provide different methods to engage and interact with them.

¹ Ineffective current brand structure, which dilutes WDC brand recognition, opportunity for developing trust and therein willingness to engage, improve loyalty etc.

Technology will help, but it is not always technology related, and trying different ways of engaging with our communities is important, particularly as the make-up of our district changes over time. An example of this would be working across the organisation to support the consultations process.

Legislative change: Expectations of agencies like Department of Internal Affairs, The Ombudsmen's Office and the Office of the Auditor General can alter how we are expected to operate. The latter especially true for production of legislatively-driven content (e.g. LTP) and the communications principles² our team apply in BAU.

Governance arrangements: Councils are continuing to investigate ways of involving Māori in decision-making.

Brand leads marketing activities: Our brand adds value to who we are, what we say, how we do it and who benefits from it.³

3.5 Closing the gap

1. **Amalgamate brands under one parent.** When we talk – many don't hear us and those that do may pay little attention because they don't know it's us talking. **Future = one identity, one voice, multiple benefits.**
2. **Introduce aligned, consistent communications processes to help ensure:**
 - a. Economy of scale
 - b. Clear, concise, consistent messaging
 - c. Future proofing to mitigate risk of production downtime
 - d. Job satisfaction
 - e. Consistent internal costing and validation via established business and user needs.
3. **Introduce a tactically-rich, mid-to-long term communications strategy** to cope with the ever-changing needs of a locally diverse customer demographic and our other stakeholders (such as contracted suppliers). This will need to include elements such as:
 - a. **Channel and stakeholder map** to comprehensively understand our full range channels and message recipients.
 - b. **Customer personas** in play to indicate customer's buyer/engagement behaviour - so we can target the things we say and how we say them
 - c. **Digital skillsets in-house** for forward facing communication and content production basics like Google Analytics and efficient creation of trending content types. Alternative is high outsourcing requirements to do what needs doing (e.g. website)
 - d. **Shared communications and ICT vision** to drive Council's desired digital direction across entire functionality i.e. customer services to parking services.
 - e. **Consistent, data-driven digital content auditing to:**
 - i. Measure the performance of our digital channels
 - ii. Regularly adjust and improve our digital marketing based on measurement results.

² Examples:

- Despite their age, the *Auditor General's 13 Principles of Communication* (2004) are still a primary benchmark for how we communicate.
- The LGA (section 10) still states our Business Objectives until Council implements otherwise.

³ WDC currently uses multiple channels, to communicate a multitude of individual identities and voices, delivered by sub-brands positioned as autonomous parents.

- f. **Cornerstone storytelling.** Stories are the most engaging, memorable way to get your message across to internal and external audiences - represent most viable pathway to realising social native advertising state. However, it's critical to note that:
- i. gathering stories for crafting, requires others to tell them
 - ii. Maoridom offers rich cultural/identity/historic stories that we can only access through relationship with Maori via actively forming clear bridges.

4 Strategic Overview: Information Communications and Technology

4.1 Activity overview

ICT is arranged into two functional areas:

1. ICT Operations

ICT operations is responsible for the operational delivery of all ICT services, this includes hardware, software, web sites, telecommunications links and equipment, desktop equipment and information stores (databases etc.). The team manage and resolve all break/fix type requests and any outages or system incidents that cause system disruption during and outside of business hours. Active monitoring of systems, their health and cyber threats forms part of their daily tasks and is essential to keeping the organisations processes and systems running without disruption. all our infrastructure and application systems operate from cloud based suppliers, except for our main telecoms hardware and our traffic light systems which are co-located in forum north.

2. ICT Projects

ICT projects is responsible for the delivery of technology projects resulting from the Information Services Strategic Plan, which was adopted by the leadership team in 2014 and funded via the LTP. Trilogy phase 1, the initial programme from the ISSP completed delivery in 2016. However, there are two further phases to deliver with a completion of Trilogy expected at the end of 2019. This ICT projects team are accountable for delivering the Trilogy programme and reporting through to the governance structure on outcomes, deliverables, milestones, risks and issues.

Overall the ICT function/activity provides essential technology to the organisation and the wider public. The activity is accountable for managing and monitoring technology risks, delivering core technology services that continue to grow and adopt new technologies, security of systems, prevention of data loss and theft along with ensuring that the organisation has a robust business continuity plan in the event of disruption or disaster.

4.2 Current Levels of Service and performance measures

ICT service levels are agreed with the organisation and are aligned with the support provided through WDC ICT suppliers. Service levels are monitored weekly (the ICT Operations team) and reported monthly. The monthly reporting is performed across our own internal service delivery i.e. the service we supply directly to our internal and external customers and externally, i.e. the service we are supplied by our vendors and contractors.

Performance measures focus on the business function delivery and outcomes, including key performance measures which are described and adopted with each project that is initiated and then measured at the completion of a project. Measurement of system performance is also routinely monitored and reported.

Operational Service Levels:

Category	Priority	Description	Target Response	Target Resolution
Application Support	Level 1	Critical Fault – Critical Functionality is unavailable.	30 mins	24 hours
Application Support	Level 2	Urgent Fault – A part of the system is unavailable for very important business activities.	2 Hours	48 hours
Application Support	Level 3	High Fault – A part of the system is unavailable or not operating efficiently for important business activities	4 Hours	5 Days

Category	Priority	Description	Target Response	Target Resolution
Application Support	Level 4	Medium Fault – A part of the system is unavailable or not operating efficiently	1 Day	Future Release from Vendor
Application Support	Level 5	Low Fault – A problem with the system which has very little impact on the efficiency of users.	2Days	Future Release from Vendor
Infrastructure/Desktop Support	Level 1	Critical Fault – Crucial Infrastructure systems or equipment are inoperable	15 mins	2 Hours
Infrastructure/Desktop Support	Level 2	Urgent Fault – Large numbers of people are out of action - Critical business is not affected	30 mins	5 Hours
Infrastructure/Desktop Support	Level 3	Standard Fault – Productive work is not seriously impacted	1 Hour	11 Hours

General Performance Measures:

Indicator	Measure	Frequency	Target
Total cost of Ownership reduction or baseline	Units versus Spend	Annual	NC or Better
Infrastructure service support calls are resolved within service level timeframes	1. Infrastructure: Logged calls to 2nd level – FM support - are resolved within 95% of their target turnaround timeframe by severity level	Monthly	95%
Corporate Applications service support calls are resolved within service level timeframes	2. Corporate Applications: logged calls to 2nd level Application Support & Online Services are resolved within 90% of their target turnaround timeframe by severity level.	Monthly	90%
Helpdesk service support calls are resolved within service level timeframes	3. Helpdesk: 95% of Helpdesk Calls commenced within 30 minutes of the call being logged	Monthly	95%
3rd Party service support calls are resolved within service level timeframes	4. 95% of all calls logged through to a third party are supplier are resolved within Provided Service Level timeframes	Monthly	95%
The system is available for business use during the operational business hours 7/7/7	1. # of system outages and total time of all systems outages (including servers and software) within operating window is less than 1% of the overall operational time frame	Monthly	99%

Indicator	Measure	Frequency	Target
System Performance is acceptable for running both day to day operations and during peak business periods	1. Screen refreshes (time the user waits for a submitted screen to refresh) in Core applications are measured at 15 seconds or less during a normal operational day.	Monthly	<15
System Performance is acceptable for running both day to day operations and during peak business periods	2. During Peak Rates processing periods receipt transactions process at 40 seconds or less	Monthly or Quarterly	<40
System Performance is acceptable for running both day to day operations and during peak business periods	4. Login and execution is measured at 15 seconds or less during a normal operational day	Monthly	<15
Projects completed within Scheduled timeframe	80% of projects completed within scheduled/agreed resourced timeframes as set out in approved Business Case	Quarterly	80%
Projects completed within budget	90% of projects completed within scheduled/agreed budget as set out in approved Business Case	Quarterly	90%
Critical Patches are undertaken within scheduled timeframes and therefore reduce operational risk to the organisation	100% of all critical patches are applied within each calendar month that they are received	Monthly	100%
Information Services operates within budget limits	Within -5% - 0% of allocated budget YTD (Operate below allocated budget)	Monthly	<5%
We meet inter-department processes service level requirements	SCAP assignments are completed within 48 hours of notification	Monthly	100%

4.3 Key upcoming projects

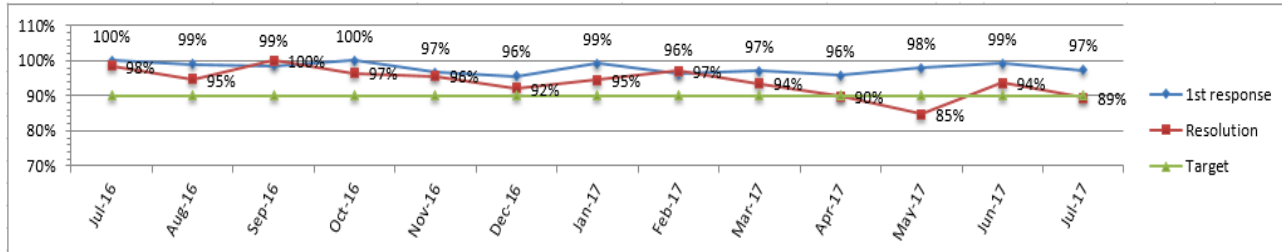
Project title & activity	Description	Business need (issue/opportunity)	Year(s)	Total cost (\$000)
Digital Platform Re-Development	Online presence tightly integrated with social media channels and a platform designed to stage as a marketing tool, information portal (both gathering and receiving information) and online services portal for self-help and access to key public data. This is a redevelopment of our WDC websites and internet presence	Our current platform is nearing end of life and requires updating. This is a foundational piece of work that provides the platform for supply of WDC digital services which is an outcome of the ICT Strategic Plan and the organisations ICT vision.	3 - 4	337
Technology One CiA Upgrade	Upgrades our cloud systems to the next Technology One version - will bring major performance/speed changes to the functions – introduces the portals online for customers and provides the ability to multi party rate - i.e. rating across multiple entities.	Upgrade is required to realise the supply of online services for our customers. Upgrade is also required to keep up to date with software provider's versions that are supported and take advantage of bug/error fixes.	3 – 4	600
Decision Support Data Warehouse	A data source that takes “feeds” from across our corporate systems to provide a “one source of the truth” for corporate reporting and insight analytics - this is essential to be provide the basis for enabling the key vision element of displaying real time service performance KPI's online to customers.	Required to supply key data for the management and monitoring of corporate performance – is a key input into the Corporate Performance project. Essential for the ability to provide Online, public facing council performance data.	3 – 4	215
Enterprise Workflow	Automation of key critical business processes identified across the organisation	Identified efficiencies in form automation	3 – 4	
Corporate Performance	Monitoring and tracking of the organisations performance to service levels both internally and externally – providing the platform for the “Council Performance Online” project in Trilogy Phase 3	Required to achieve outcomes from the ICT Strategic Plan and vision.	3 – 4	175
Knowledge Base	Information across KETE can be tagged to include in a Wiki (knowledge base) that is available to all staff to search and find answers and information on any topic in Council - with a view to providing this externally via Online Services and the Customer E Services project in Trilogy Phase 3	Required to achieve the outcomes from the ICT Strategic Plan and vision.	3 – 4	

4.4 Current performance

Current ICT performance is tracking close to or above performance targets.

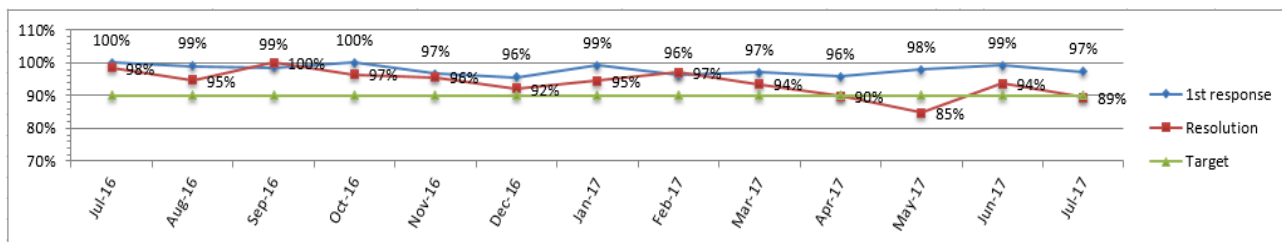
Service Level performance - Infrastructure Category

1st response and resolution targets are below expected service levels and have been unstable for the last six months. This is in part due to the support requirements for Trilogy post go live as staff have come to grips with understanding and using new technologies to manage our systems, which since May have decreased as expected. However, end of financial year activities, coupled with the structure changes across the organisation have had a knock-on effect for the team as ICT changes required have been substantial.



Service Level performance - Application Support Category

Application support and management has been simplified through the delivery of the first phase of the Trilogy programme last year (2016). For the most part this category continues to operate within its service level parameters



Overall General Current Performance to indicators:

For the most part ICT continue to be on track to performance indicators, however, there has been some change to the way that ICT is now resourced because of the organisational re-structure and there may need to be some re-alignment of performance indicators. As we transition into new technologies which also bring through new processes via Trilogy this will also mean a review and fresh thinking around what constitutes ICT acceptable performance for the organisation.

Indicator	Target Achieved
Total cost of Ownership reduction or baseline	Green
Infrastructure service support calls are resolved within service level timeframes	Red
Corporate Applications service support calls are resolved within service level timeframes	Green
Helpdesk service support calls are resolved within service level timeframes	Green
3rd Party service support calls are resolved within service level timeframes	Yellow
The system is available for business use during the operational business hours 7/7/7	Green
System Performance is acceptable for running both day to day operations and during peak business periods	Green
Projects completed within Scheduled timeframe	Yellow
Projects completed within budget	Green
Critical Patches are undertaken within scheduled timeframes and therefore reduce operational risk to the organisation	Green
Information Services operates within budget limits	Yellow
We meet inter-department processes service level requirements	Yellow

Total Cost of Ownership - Trilogy Outcomes

One of the key measures for the outcome of Trilogy phase 1 was lowering the total cost of ownership (TCO) to the organisation through the technology changes implemented. Six months on from the delivery of phase 1 a review of the programme has been completed where a reduction of **38%** on the annual ICT TCO has been achieved.

4.5 The Gap

The biggest challenges for WDC ICT currently and into the immediate future is the way emerging technology is changing how our customers want to work and transact with us and as a result how our council services, such as waste, water, regulatory services etc., seek to transform how they deliver their services through technology to meet customer expectations. In addition to this as a council our ICT function needs to manage costs to keep these as balanced as possible (basically doing more with less), without risking under investment that would lead to over time further cost to maintain and scale.

To date with the delivery of Trilogy phase 1 we have managed to close a large technological gap that we had shouldered for the last 10 years, securing our foundational systems to enable us to scale up and down to meet service needs and demands. However as described in section 1.7 there is still much to do to close the technology gaps and ensure that as an organisation we keep up with our customers, ratepayers and residents.

4.6 Environmental Scan

Technology advances are rapid, every 12 – 18 months' computers double their capabilities as new models are released. Artificial intelligence is on the verge of becoming mainstream (for example, Siri, Google and Amelia), Governments are investing in networks where electricity for the transfer of information across networks in binary is being replaced by light (quantum computing) and smart cities are also becoming a fast reality.

So much rapid technological change ultimately drives the costs to consumers down quickly as new products enter the market in quick succession. As a result, we are seeing consumer/customer adoption of technology happening at a fairly fast pace.

The New Zealand government has recognised the future affects and risks that emerging technology are likely to mean to the country. In recognition of this the NZ government ICT strategy aligns its outcomes with technology change (see appendix for NZ ICT strategy). These outcomes include:

- Customers experience seamless integrated and trusted public services
- Information driven insights shape services, policies and add public value
- Adoption of information technology innovations is accelerated and value is created
- Investment in innovative digital services is prioritised and benefits are realised.

In line with the strategy, the government is giving priority to the development and update of policy and government standards surrounding cyber tech, including:

- Cloud (internet based computing) standards and policy
- Cyber threat management - risk management standards.

Whangarei are also on the verge of growth, both in population and economy. As new residents move into the city, we can expect service demand and the expectations of a digital service supply to increase. We are also seeing an increase in threat activity, as technologies change becomes more rapid, the pace with which we see criminal activity in the cyber world also increases and there is a logical need to keep systems up to date with the latest software and capabilities to minimise the damage any cyber threat may incur.

4.7 Issues and risks

While there are many councils in New Zealand beginning to adopt and rollout some form of digital services there are key risks and issues to consider which span across all ICT services:

- Being mindful of making sure that we don't try to provide digital services across platforms that aren't designed to support a digital service (for example old or legacy systems) because we are in a hurry to "get something out there". This is important; creating digital services on aging platforms costs much more to council in the long run and won't return the benefits and value expected.
- Cyber threat activity is on the increase. Council networks becoming "infected" due to an internet borne virus is not a "if" but "when" problem. Security and maintaining high levels of intrusion detection, along with individual staff and elected member vigilance is vitally important.

- Historically, technology investment in council has been viewed with less priority. This has led to a large foundational gap, which has now been resolved with Trilogy phase 1. However ongoing investment must be reviewed and considered with further priority to keep up with the changing technology landscape.
- Staff across the council have varying levels of technology capability. Their ability to use the tools provided to get the best outcome for our customers is vital in the success of their services.
- Operationally, procuring and keeping resources to deliver to both change projects and keep operations running smoothly is a challenge. While we have a good mix of outsource versus insourced staffing and make sure that staff can cover a variety of functions, our services are vulnerable to staff fluctuations.

4.8 Closing the gap – what needs to be done

We need to:

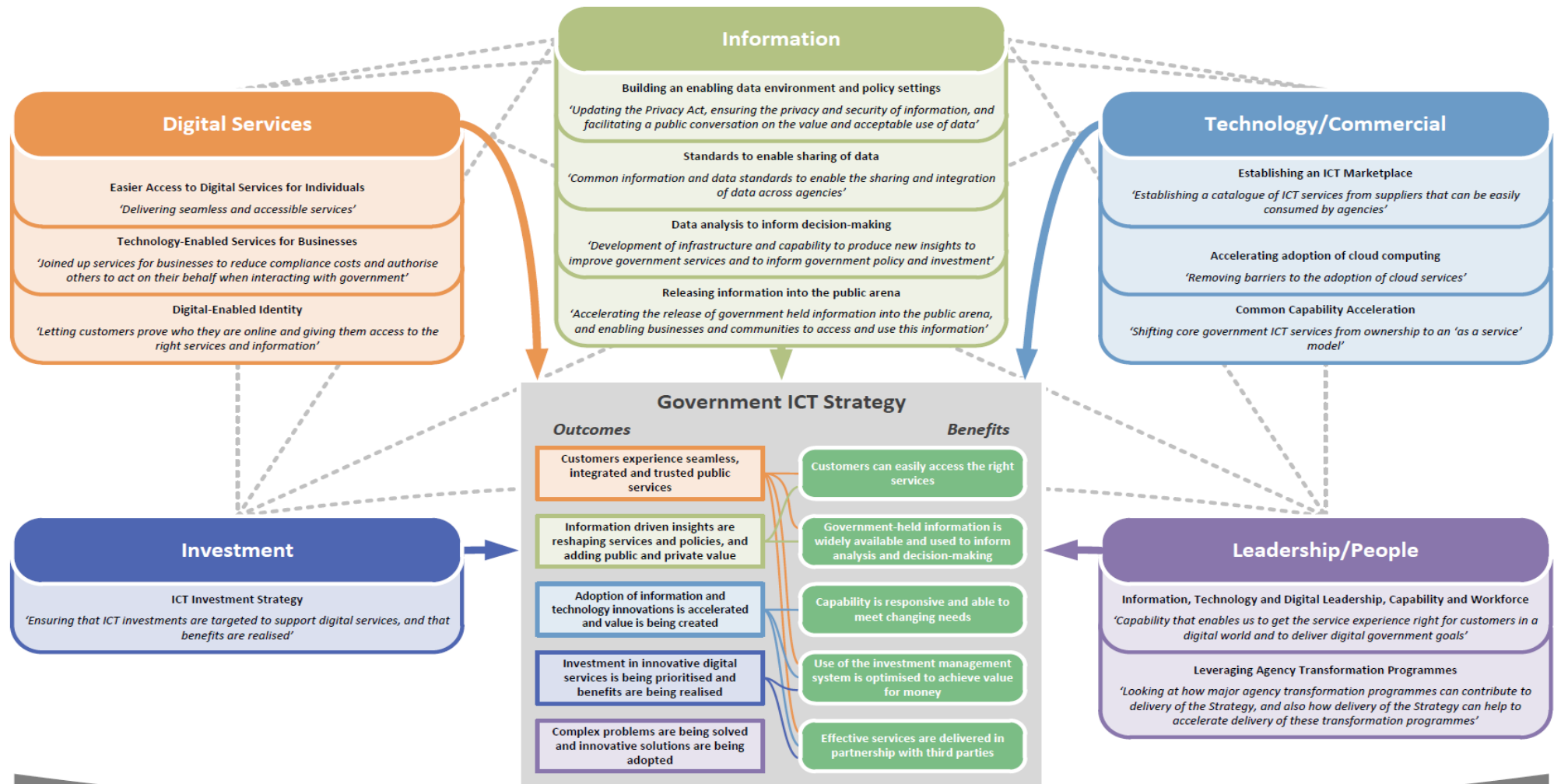
- Build greater awareness of cyber security in our executive team and staff – mandate a risk framework that incorporates cyber and system security as key priorities, with executive oversight and buy in
- Formalise sub-groups to support the ISGC (ICT Strategic Governance Committee) in decision making and review of the current ICT vision and strategic plan.
- Identify staff technology competency and capability - mainstream into staff development plans and recruitment technology capability indicators.
- Complete Trilogy Phase 2 & 3 projects (below table) to deliver to the outcomes of the ICT Strategic Plan:

Phase	Project	Est Start	Est Finish	Key ISSP Workstream	What we will get – functionality (Linked back to the ISSP and Vision)
2	Website Platform Re-Dev	July 2017	September 2018	E- Services	Online presence tightly integrated with social media channels and a platform designed to stage as a marketing tool, information portal (both gathering and receiving information) and online services portal for self-help and access to key public data.
2	Technology One CiA Upgrade	September 2017	October 2018	Rapid Deployment	Upgrades our cloud systems to the next Technology One version - will bring major performance/speed changes to the functions – introduces the portals online for customers and provides the ability to multi party rate - i.e. rating across multiple entities – shared services rating
2	GIS and Asset Management Upgrade	September 2017	October 2018	Work Optimisation	GIS data and systems provided via cloud to allow for the Asset Management systems to be upgraded. Asset Management Upgrade will enable automation between finance, supply chain and provide key project and asset portfolio reporting along with asset planning and forecasting centrally.
2	Telephony as a Service	November 2017	December 2018	Rapid Deployment + Collaboration	Full Telephony services to the desktop managed and integrated voice plus call centre integration with corporate systems.
2	Decision Support Data Warehouse	July 2017	February 2018	Analytics	A data source that takes “feeds” from across our corporate systems to provide a “one source of the truth” for corporate reporting and insight analytics - this is essential to provide the basis for enabling the key vision element of displaying real time service performance KPI's online to customers.
2	Enterprise Workflow	August 2017	March 2018	Workflow	Automation of key critical business processes identified across the organisation including the automation of forms processes.
2	Knowledge Base	August 2017	December 2017	Big Data	Information across KETE can be tagged to include in a Wiki (knowledge base) that is available to all staff to search and find answers and information on any topic in Council - with a view to providing this externally via Online Services

Phase	Project	Est Start	Est Finish	Key ISSP Workstream	What we will get – functionality (Linked back to the ISSP and Vision)
2	Corporate Performance	July 2017	April 2018	Big Data	Monitoring and tracking of the organisations performance to service levels both internally and externally – providing the platform for the “Council Performance Online” project
2	Platform as a Service	November 2017	July 2018	Rapid Deployment	Windows and desktop applications are provided via a service - further reducing the need for in-house resources and reducing the risk of security and non- support compliance
3	Customer E Services	November 2018	April 2019	E- Services	Customers will be able to lodge CRM's, make submissions on plans, submit applications, register dogs, track and monitor progress on CRMS all online.
3	E- LIM	December 2018	July 2019	E - Services	Customers will be able to build a LIM online.
3	Council Performance Online	May 2019	November 2019	E - Services	Council Service Level performance will be updated and displayed in real time online.
3	Spatial Analytics - Policy Online	November 2018	April 2019	E - Services	Customers will be able to view and analyse our district policies online spatially (using interactive mapping).
3	Mobility - Assets and Regulatory	November 2018	October 2019	Work Optimisation	All Asset inspection functions and Regulatory inspection functions will be available to be completed by staff using Mobile technology.
3	Digital Signing	July 2019	December 2019	Work Optimisation	All documents and files either sent to, within or from WDC will be able to be digitally signed and authenticated
3	Open Data Publishing	April 2019	December 2019	Big Data	Selected public data sets will be available online for residents, customers, ratepayers and businesses to consume and use to analyse.

APPENDIX 1 New Zealand Government Digital ICT Strategy

A Dynamic, Integrated Programme of Work to Deliver the Government ICT Strategy



ICT Functional Leadership Reporting

APPENDIX 2 Excerpt from the Information Services Strategic Plan

Note: Development of the Information Services Strategic Plan (ISSP) began in 2012 with the establishment of a cross-organisational think tank. Work is currently underway to refresh and re-validate the ISSP to reflect current conditions, emerging/new trends in technology and any changes in business needs and/or priorities.

Introduction

The purpose of the ISSP (Information Services Strategic Plan) is to provide the strategic direction to achieve the outcomes of the ICT Vision and Roadmap. The ISSP is a vital construct in providing a clear action orientated plan that will ultimately take Whangarei District Council into the future with robust and flexible ICT systems and people in place that can and will adapt to change.

We recognise that today our systems provide us with gap in terms of where we are and where our customers, ratepayers and the rest of the world are at. Addressing that gap means being pragmatic, understanding that we have fiscal restraints and acknowledging that innovation, does not necessarily mean being on the “bleeding edge”.

This plan takes these factors into account and looks at current and future trends to analyse the key factors and work streams that are required to make the ICT Vision not just a reality, but an affordable reality. It is intended that this ISSP will create the basis for the ICT Work Programme for the following 10 years, once again recognising that 10 years is a long time in technology terms and the ISSP will require regular review to ensure that the plan continues to be in line with the Vision and the Council’s long term strategic direction.

Executive Summary

Ultimately our ICT vision aligns with the 5 strategic themes and is based on outcomes that will bridge the technology gap to enable WDC to meet both internal and external demand. This demand is changing the way we interface with our customers and staff. Traditional demand channels saw our public interacting with WDC primarily through face to face, phone to staff and mail. Whilst this is generally still true for a percentage of our population where there is a higher interest in local government politics, it is no longer the case for the majority of the population, particularly those that rely on WDC from a business perspective. Using digital channels such as email, social media and e-services to facilitate interactions between customers and internal staff makes fiscal sense. The cost per transaction for traditional channels to the organisation is much higher than the cost per transaction across digital channels, and with demand for more access to council services via digital channels we can expect to see significant internal efficiencies gained.

Looking at our current profile, where we have almost double the devices per staff member deployed and a host of issues that range from a lack of integration, difficulty in retrieving information, analysing data and insufficient standards and policies through to resource constraints, we clearly have a long list of inefficiencies. These issues are not unique to Whangarei District Council and herald issues that plague both central government and private enterprise. However, technology changes allow organisations to respond to and minimise these issues, providing greater ability to be agile as the technology landscape and consumer demand changes. Central government is now mandating a move to “Cloud” ^{i: see glossary for definition} based computing for the majority of its corporate systems and the expectation is that all of government will follow. Savings from moving to a cloud based computing model are cited in the region of 20% of current ICT spend, however conservatively Council can expect to save \$188K annually under a cloud model.

Cloud computing is not the only change required to meet the vision outcomes and address our ICT issues. Key Work Streams in the areas of:

- Core Infrastructure
- Software and Application Management
- Policy
- Delivery Devices
- System Management & governance

Form the basis for the Transformation Programme to take WDC from our current state to our desired future state. Each of the work streams within this programme are dependent on each other meaning that for the outcomes to be reached, each individual project/work stream within the programme needs to be realised. The Transformation programme is also set to deliver a number of direct and indirect benefits. These include reducing the in-direct cost of customer transactions to the organisation and the direct savings benefits from moving to the Cloud. In order to deliver the Transformation programme and meet the outcomes required, this will mean that the current Information Services structure will need to change. This doesn’t mean more

permanent IT resources, but it does mean changing the structure of the teams to generate focus to meet objectives and project milestones.

Any program is not without its risks. In assessing the risk involved with both keeping the same/current model and the implementation of the ISSP, it is clear that doing nothing will involve an escalation in the current spend. Whilst the Transformation programme has all the normal risks attached to it that any technology programme has, by phasing each work stream and putting in place a strong governance body to prioritise and monitor the outcomes of both the Transformation programme and the ICT Vision, we will be able to minimise much of the risk associated with a technology change.

Vision

ICT is a future enabler for not just Whangarei District Council, but for its residents and visitors alike. The Whangarei District Council vision encompasses a set of strategic themes which aims to produce Whangarei into an iconic centre where people and business prosper making the district an attractive investment and living proposition. Using these strategic themes and with consideration to the impact that ICT has on our business functions and that of our customers, Whangarei District Council has developed a vision to support and sustain our overall business Strategic Direction.

It is important to understand that the speed of change from a Technology perspective both globally and locally is astounding. Ultimately the change is being driven by Generation Y and the advent of smart technology. Today we face the ever increasing influence of consumerism in ICT. The day when the internet was the main factor in this change are gone and has quickly been replaced by the advent of smart devices, which in the hands of Gen Me and Gen Y are driving at epic speed a change in the way we communicate, work and play together.

The ICT Vision addresses the speed of this change, taking stock of our current state and where we need to be in the future. This signals a huge change in the way we do things from an ICT perspective. Our current ICT model is not future proof and we need to change, adapt and do things differently if we want to decrease the ever widening gap of the digital divide and ourselves and our district.

Change starts with a vision – Our vision for ICT sees the culmination of an **engaged** and **knowledgeable** community where residents have **access** to council services using **simple** and **convenient** access options, where potential investors and businesses have access to **support** services and **decision** making tools that bring together information from across internal and external sources, where products and services consumed by either council or our customers are sourced in the most **efficient** and **effective** way saving us **time, money**, where workflow and information processes are **smart, intelligent** and **integrate** across our many different platforms and systems to reduce **complexity** and provide **robust** outcomes for customers, where our people are Technology savvy, with a **high** technology capability to utilise technology and tools to provide a **superior** experience for our consumer base.

ICT Vision Roadmap 2012 -2022

Key  In Progress  Planning  Concept







Current State

Future State

Our Sense of Place

<p>Pockets of engagement and hoarding of knowledge</p> <p>Disparate information that is not shared.</p> <p>No interagency connectivity or clear ownership and understanding of data and inaccuracy of data.</p> <p>No Social Media exploitation</p>	<p>  Communities that have a common platform for engaging with council using Technology to market their areas, discuss important issues across community boundaries and bring these to the attention of council</p>	<p>Engaged and Knowledgeable Community and Customers that appreciate the value added by Council</p> <p>Empowered Support Staff</p>
<p>No Central information point for crime related issues, i.e: thefts in the community areas.</p> <p>Technology has been deployed in al imited capacity to provide support for anit-crime and anti social behaviour</p> <p>Lack of integration between police and council agencies (e.g: meth lab sites and gang sites)</p>	<p>  Integrated Data with reciprocal agreements</p> <p>  Greater CCTV coverage, storage and response systems</p> <p>  Easy systems, using multiple mediums for reporting trouble</p>	<p>People feel safer in our community</p>
<p>Community pride is short-lived. There is a lack of knowledge of events, Permanency of promotion or a single maintained and accurate portal for all things Whangarei.</p> <p>Our WDC website is static with information presented formally and is not being used to it's potential.</p> <p>The community is unable to pay, view or manage their personal interactions with council using the current website. There are internal process barriers to realise the current websites potential</p>	<p>  Pinpoint a site as the single point for promotion of Whangarei</p> <ul style="list-style-type: none"> - Provide targeted information web-feeds direct to the site <p>  Provide the platform for Smart interaction</p> <ul style="list-style-type: none"> - Champion Location Based Services & devices in public spaces - Centralised Wifi <p>  Implement E-services</p> <ul style="list-style-type: none"> - E-module rollout - Social Media integration <p>  Implement faster internal approval processes</p> <ul style="list-style-type: none"> - for ROI and business case approval - undertake more pilot and prototype projects 	<p>Community Pride is sustained with events and information promoting Whangarei being easily accessible</p> <p>WDC residents and customers are able to do business with us using online services that are simple and convenient</p>
<p>Cellphone and Broadband coverage is inconsistent across the district with consumption speeds well below International standards</p>	<p>  Actively participate in the UFB government funded program, assisting NorthPower where possible</p>	<p>All residents within the district have access to international standard download and upload speeds that are competitively priced</p>

Positive Growth

<p>There is limited ability for council to link together vital information from all agencies to assist with business prospects and ventures</p>	<p>  Integrated Data with reciprocal agreements</p> <p>  Portal services for Investors & Developers</p>	<p>Potential investors and business owners are able to make informed decisions with all current information provided through online Decision Making Support tools – One point of contact</p>
<p>There is limited ability to track and analyse information and useful indicators to ascertain improvement impact if any</p>	<p>  Business Intelligence indicators are implemented</p>	<p>Tangible outcomes and successes are tracked and monitored routinely</p>

ICT Vision Roadmap 2012 -2022

Key



In Progress



Planning












Concept














Current State

Future State

Positive Growth

There is limited visibility to potential investors and business owners as to the opportunities available in Whangarei	  Decision making support tools and online training tools are available online for external use through portal services, with businesses freely able to submit data for use.   Provide ICT advice and assistance – using a Business Hub concept and leveraging existing supply lines	ICT assists in supporting and growing existing and new business
The ability to source and retain skilled workers in Whangarei is limited	  The use of touch screen technology is available for job and education seekers in prominent local spaces  ICT infrastructure, including facilities are evaluated for study space and use to encourage greater distance learning facilities locally	The use of existing and future technology infrastructure developments assists to provide opportunities to retain and enhance the local workforce
Processes are convoluted and disconnected internally and externally, with a silo approach to both economic projects and administration processes	  “account manager” concept with the appropriate tools and systems in place to support a faster smoother process	Effective one corporate workflow for processes to enable outcomes. Service Delivery accountability – with all requirements captured and managed “behind the scenes”.

Supply Chain

Very little Infrastructure exists to assist supply chain processes, with the concept of Supply Chain methodologies only at the inception stage	  Workflow management systems are streamlined to manage the procurement processes including the choosing of a preferred supplier and ensuring compliance with procedures   E- Procurement	Robust supply chain methodologies are reflected in the systems used providing compliance and efficient workflow processes
There is no link back to the market/ vendors to identify our requirements and vendor expectations with regards to doing business with WDC are vague at best	  Self service channels are available online to suppliers, enabling them to publish supply lines, pricing and in turn access vital council procurement information and business requirements	Potential and existing suppliers have access to council processes and procedures through self service channels
Supply of goods and services often focus on the provision of products as opposed to solutions, with tender processes prescribing the solution. This missed opportunities that may be available from other suppliers	  Workflow systems guide users in procurement method decisions in line with council policy	Processes are in place to easily guide staff as to the best form of supply method(RFP versus RFT)
Whilst best price is standard preference , the ROI for considering quality of products and services often negates a lower price, yet price often overrides quality in procurement decisions	  Tools for assessing ROI are available via procurement workflow and include the ability to adjust assessment measures based on the quality requirements	Products and services are Fit for purpose providing both quality and price balance
Some of the current procurement suppliers and contracts are clearly not providing their best pricing at all times	  Preferred Supplier systems are configured in our corporate systems and ensure a current best buy price that can be compared and evaluated	A system of preferred suppliers/ vendors and leverage of government procurement channels ensures the best buy price on a regular basis
There is little consolidation of similar ICT data and software - for example all councils in the northland region pay separately to use the same data sets	  Establish shared services & shared resources including: - Joint software purchasing with Northland councils - Share ICT fibre networks - Create connections to allow ease of resource uplift	The region is supplied common data and software at a regional level that is easily uplifted by all agencies on a regular basis

Key



In Progress



Planning



Concept

ICT Vision Roadmap 2012 -2022

Current State

Future State

Continuous Improvement



Key



In Progress



Planning






Concept

ICT Vision Roadmap 2012 -2022






Current State

Future State

Continuous Improvement

<p>Systems and equipment are often not suited to business needs with the "unlocking" or "deployment" of essential and new technologies often slow to occur</p>	<p> Hardware and software are refreshed/updated on a cyclic basis with defined budgeted cycles</p> <p> The "Development Tank" investigates new technology and it's applicability on a regular basis</p>	<p>All equipment matches the technology available with access to business required toolsets easily available in a safe and secure way</p>
<p>We often assume what our customer base needs or requires</p>	<p> Systems support transparent democracy</p>	<p>Customers requirements are clarified and considered with customers providing key feedback to the Continuous improvement cycle</p>

People and Performance

<p>Staff are largely unaware of the events and work being undertaken across the organisation – items such as the corporate calendar have failed to provide the connection required</p>	<p> A staff portal is implemented which integrates to the corporate Portfolio systems, Social Media and Communication systems</p>	<p>System with built in workflow provide a view of people resources, activities and events accessible by all staff and updated without double entry</p>
<p>IT training is in short supply with processes such as the ILDP initiated but not completed and implemented. There is very little visibility of the skill gap from an Information Technology perspective</p> <p>Basic IT skills are treated as a 'desirable' requirement when employing not an 'essential' skill</p>	<p> Training needs and gaps are managed through an annual process with key organisational indicators available via Business Intelligence</p> <p> HRIS is implemented to track employee lifecycle and skill</p> <p> Implement an IT competency check as part of the employment interview process</p>	<p>WDC has processes in place to monitor it's IT skill capability and provides training to manage any gaps on demand</p>
<p>Access to policies and procedures is sporadic with different access points for different departments. Policies are not easily accessible, updated or provided in a way that staff can easily absorb.</p>	<p> Document Management Systems provide smart monitoring and alerting to keep policy information current</p>	<p>The organisations operating procedures and policies are in plain english and kept current at all times. They are viewable from a central platform</p>

5 Strategic Overview: Governance

5.1 Activity overview

This activity encompasses the following functions:

- **Democracy:** Managing democratic processes including council and committee meetings, associated workshops and briefings, as well as resource consent, plan change and District Licensing Committee hearings processes. We ensure that these meetings operate according to legislative timeframes and principles.
- **Audit and Risk:** Managing the internal audit programme, the council risk framework, business continuity and the council insurance programme.
- **Elected Member Support and Civic Events:** We provide support to all councillors and provide executive assistant support to the Mayor and Deputy Mayor, as well as coordinate some Civic Events.
- **Legal:** Ensuring the provision of appropriate legal advice in-house or via external legal expertise, managing all information and privacy requests, and conducting all election and representation review requirements.
- **Consultation and engagement:** We provide high level programme management of all consultation and engagement opportunities for Whangarei District Council. This includes managing the Significance and Engagement Policy and providing internal tools and advice to engaging with our community

5.2 Performance measures

There are currently no performance measures in the Long-Term Plan (LTP) for this activity.

5.3 Current performance

Whilst there are no formal performance measures currently with this activity in the LTP, the democracy and public information/privacy requests are two areas where our performance is measured against the requirement to comply with legislative timeframes. Our democratic area meet legislative timeframes for agendas 100% of the time. We measure information/privacy requests and legal staff work very hard to meet timeframes for requests where possible. If not possible to meet initial timeframes, extensions are sought.

5.4 Key trends – now and in to the future

Impact of technology: Across the broader local government environment we are seeing the demand for increasing the use of technology to make it easier for our communities to interact with council, but also to increase the transparency and accountability of everyone in the industry; staff and elected members alike. As an example, we have already seen legislative change allowing elected member participation at meetings via audio-visual link, if the council so chooses. Technology will provide future opportunities for council and the demands to use technology in the democratic space will only increase.

More engagement: This is linked to the above point as technology can be an enabler to allow real time information and feedback from our communities. For example, the use of constituent led budgeting using e-platforms. There is now increasing expectation that councils improve how we engage with our communities and provide different methods to engage and interact with them. Technology will help, but it is not always technology related, and trying different ways of engaging with our communities is important, particularly as the make-up of our district changes over time. An example of this would be using Have Your Say Events in the place of traditional hearings.

Legislative and process change: Our industry requires our business to meet legislative requirements but also means we adjust to legislative change, when it occurs. Most legislation in the democratic and public information space is consistent, however, as Governments adjust to community and sector demands, we will need to continue to reflect any changes. Recent changes to the Local Government Act (2002) freeing up how councils can engage with our communities is a good example of this.

Further, expectations from agencies such as Department of Internal Affairs, The Ombudsmen's Office or the Office of the Auditor General can alter how we are expected to operate. Again, we will adjust to any requirements as they change.

Governance arrangements: Councils are continuing to investigate ways of involving Māori in decision-making. This can be done through various methods such as introducing Maori wards, involving Māori in committee membership, setting up strategic partnership forums such as Te Kārearea, or more increasingly, using co-governance models.

5.5 Future measures

This Activity is a support function for council, which has little effect on current service levels, but does align to our community outcomes, particularly Vibrant and Healthy Communities.

Reflecting the increasing need to be more transparent with our communities about our performance and being accountable for this performance, we have an opportunity to implement some performance measures in this activity.

The following measures may be introduced:

- meeting legislative timeframes for hearings, committee and council meetings
- measuring adherence to legislative timeframes for public information and privacy requests.

Using measures in the annual resident's survey identifying resident's satisfaction with the level of consultation, and their satisfaction with their involvement in decision-making.

6 Strategic Overview: Maori Relationships

6.1 Activity overview

The Council employs two staff members to provide support and leadership for building and maintaining effective relationships with Maori. Currently this is done on a Hapu basis, with individual hapu, and collectively through Te Huinga.

This work includes providing protocol advice, keeping up to date with Treaty settlements and their implications, and supporting Te Karearea Partnership Forum, as well as assisting with Maori-specific issues and projects.

6.2 Current Levels of Service and performance measures

There are no agreed service levels or performance measures in this area. However the LGA requires inclusion in each LTP a statement by Council on how Maori participation in decision-making will be facilitated.

The LTP 2015 describes this as:

“COUNCIL AND MĀORI WORKING IN PARTNERSHIP

Further developing relationships with tangata whenua is a priority for Council at both the governance and operational levels. While some progress has been made, more work is necessary in the area of meeting agreed priorities.

Te Karearea our strategic partnership forum with Māori formed in 2012 is made up of hapu representatives of the major hapu groupings from within the District. Together, these representatives advocate for hapu of Whangarei. They meet in their own forum named Te Huinga to discuss common issues that can be brought to the joint Council – Hapu Te Karearea Forum...

[members listed]

...The purpose for the partnership is to achieve the agreed vision, to build the relationship between Council and Whangarei Hapu incrementally, and to develop more robust partnership arrangements over time through learning conversations. The strategic intent of the Te Karearea strategic forum is articulated through the following vision, mission and principles.

Te Pae Tawhiti/Vision

He whenua Rangatira – Whangarei, a District of prosperity, well-being and empowered communities.

Te Kaupapa/Mission

Ka tutuki te Kawanatanga a-rohe, ka puawai hoki te kotahitanga me ona tini kaupapa – Local Government that works through effective partnerships and provides practical solutions.

Nga Tikanga/Principles

- He kitenga mutunga kore, mahi tahi, mahi pono – Strategic partnership working collaboratively and in good faith.
- Kia maia – Providing leadership through courage.
- Te Manawatapu – Of one heart and mind. We are stronger working together.
- Anga Mua – Progressive and proactive.
- Me Korero tika, tau noa nga take – Open and frank mutually agreed outcomes.

In order to progress the issues and opportunities in a more timely manner, a ‘spearhead’ alliance between Council, Te Huinga and Northland Regional Council has been established.”

6.3 Current performance

Current performance supports the statement in the LTP 2015, with the exception that the alliance between Council, Te Huinga and Northland Regional Council has not occurred in this term of Council. This statement will need to be reviewed for LTP 2018.

6.4 The Gap

Priorities agreed between Te Huinga and Council have yet to be agreed under the auspices of Te Karearea Partnership Forum. This may create more work for the team, and for Council.

Currently Council has listed its priorities and these include supporting Marae that have a civil defence role.

6.5 Environmental Scan

The main influence of Council's work with Maori will come from any Treaty settlements.

However, the Maori population in the District is increasing, especially the percentage of Maori in the younger age groups.

6.6 Issues and risks

Amendments to the RMA has increased the opportunity for Maori to participate in RMA matters. There is an increasing call for completing Hapu Environmental Management Plans that are used by RMA planners in plan changes and RMA consents. There are 4 Hapu who are without these plans, and two with older plans in need of a review.

Treaty settlements are likely to include co-governance of some natural resources.

6.7 Closing the gap

A potential work programme to match requests from Hapu, and take the opportunities available in RMA matters might include the following:

- Supporting Hapu to complete Hapu environmental management plans
- Responding to Hapu taking the opportunities under the RMA to participate in RMA matters including having Independent Planning Commissioners with Tikanga knowledge
- Support for Marae with a civil defence role
- Resolving historical land matters
- Determining formal protocols to facilitate appropriate Hapu engagement in Council matters
- Responding to Treaty settlements e.g. Kaipara Moana
- Supporting Te Huinga and Te Karearea Partnership Forum.