

# Governance, Communications & Engagement Committee Agenda

## 13 May 2021



Meeting is held in the Council Chamber, Level 2, Philip Laing House  
144 Rattray Street, Dunedin

### Members:

Cr Michael Deaker, Co-Chair	Cr Gary Kelliher
Cr Michael Laws, Co-Chair	Cr Kevin Malcolm
Cr Hilary Calvert	Cr Andrew Noone
Cr Alexa Forbes	Cr Gretchen Robertson
Hon Cr Marian Hobbs	Cr Bryan Scott
Cr Carmen Hope	Cr Kate Wilson

Senior Officer: Sarah Gardner, Chief Executive

Meeting Support: Liz Spector, Committee Secretary

13 May 2021 09:00 AM

<b>Agenda Topic</b>	<b>Page</b>
1. PUBLIC FORUM No requests to address the Committee under Public Forum were received prior to publication of the agenda.	
2. APOLOGIES An apology has been received from Cr Kate Wilson.	
3. CONFIRMATION OF AGENDA Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.	
4. CONFLICT OF INTEREST Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.	
5. CONFIRMATION OF MINUTES Minutes of previous meetings will be confirmed as true and accurate records, with or without changes.	3
5.1 <a href="#">Minutes of the 10 February 2021 Committee Meeting</a>	3
6. <a href="#">OUTSTANDING ACTIONS FROM RESOLUTIONS OF THE COMMITTEE</a>	6
7. MATTERS FOR CONSIDERATION	7
7.1 <a href="#">COMMUNITY SURVEY IMPLEMENTATION PLAN</a> This report is provided to present a proposal to begin work on an annual community survey for the ORC.	7

7.1.1	<a href="#">Attachment 1: ORC Resident Survey Proposed Approach</a>	12
7.2	<a href="#">LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987 DATA</a>	36

This report updates the Committee on Council's Local Government Official Information and Meetings Act 1987 (LGOIMA) data for the period 1 April 2020 to 31 March 2021.

8. CLOSURE



Minutes of a meeting of the Governance, Communications and  
Engagement Committee held in the Council Chamber on  
Wednesday 10 February 2021 at 11:00 AM

**Membership**

Cr Michael Deaker (Co-Chair)  
Cr Michael Laws (Co-Chair)  
Cr Hilary Calvert  
Cr Alexa Forbes  
Hon Cr Marian Hobbs  
Cr Carmen Hope  
Cr Gary Kelliher  
Cr Kevin Malcolm  
Cr Andrew Noone  
Cr Gretchen Robertson  
Cr Bryan Scott  
Cr Kate Wilson

**Welcome**

Co-Chair Michael Deaker welcomed Councillors, members of the public and staff to the meeting at 11 a.m.

Staff present included: Sarah Gardner (CEO), Nick Donnelly (GM Corporate Services), Gwyneth Elsum (GM Strategy, Policy and Science), Gavin Palmer (GM Operations), Richard Saunders (GM Regulatory), Amanda Vercoe (Executive Advisor), Liz Spector (Committee Secretary), David Cooper (Principle Engagement Advisor), Lisa Gloag (Manager Comms and Engagement), Eleanor Ross (Manager Communications Channels), Dianne Railton (Executive Assistant), Ryan Tippet (Media Communications Lead).

*For our future*

70 Stafford St, Private Bag 1954, Dunedin 9054 | ph (03) 474 0827 or 0800 474 082 | [www.orc.govt.nz](http://www.orc.govt.nz)

## 1. PUBLIC FORUM

No public forum was held.

## 2. APOLOGIES

### Resolution

*That the apologies for Cr Forbes and Cr Wilson be accepted.*

Moved: Cr Hope

Seconded: Cr Noone

CARRIED

## 3. CONFIRMATION OF AGENDA

The agenda was confirmed as circulated.

## 4. CONFLICT OF INTEREST

No conflicts of interest were advised.

## 5. CONFIRMATION OF MINUTES

### Resolution

That the minutes of the 10 September 2020 Governance, Communications and Engagement Committee be adopted as a true and accurate record, with or without changes.

Moved: Cr Hope

Seconded: Cr Calvert

CARRIED

## 6. ACTIONS

The outstanding actions of resolutions of the committee were reviewed.

## 7. MATTERS FOR CONSIDERATION

### 7.1. Update on Communications and Engagement Policy Review Process

This report was provided to update the Committee on the refresh to the ORC's existing approach to communications and engagement with a view to improving how, why and when the community is engaged with, including the commitment to provide for meaningful engagement with mana whenua partners.

Richard Saunders (GM Regulatory) and Dougal List (RDC Group), via Zoom, were present to respond to questions about the report. David Cooper (ORC Principle Engagement Advisor) also joined the meeting to respond to questions. Cr Deaker noted the report and asked Mr Saunders if he had any highlights he wished to review. Mr Saunders noted that the proposed policy was intended to replace the existing Significance and Engagement Policy. He said it now incorporated more precisely how engagement with mana whenua would be accomplished.

Cr Calvert noted her overall approval of the updated policy but asked that more concise language be used when referring to governance, stakeholders and the organisation in general. She indicated it was sometimes difficult to understand who was being addressed.

Cr Calvert then asked if Port Otago was governed by the policy and Mr Saunders said no. Nick Donnelly (GM Corporate Services) stated that Port Otago reported to Council three times annually, including presentation of their Statement of Corporate Intent, giving Councillors an opportunity to ask questions related to their consultations. Cr Calvert then suggested that a statement be added to the proposed SEMPP acknowledging how the Regional Council has considered Port Otago's consultation and/or engagement with the community. Cr Deaker concurred.

After further discussion of the report and updated policy, Cr Hope moved the staff recommendation.

### Resolution

*That the Committee:*

- 1) **Receives** this report.
- 2) **Notes** the current review of the ORC approach to communications and engagement, including the drafting of a new Significance, Engagement and Maori Participation Policy.
- 3) **Notes** there is a requirement to complete a special consultative process for the draft Significance, Engagement and Maori Participation Policy and that a draft will be presented to the Governance, Communications and Engagement Committee for approval on 12 May 2021 to commence consultation.

Moved: Cr Hope  
Seconded: Cr Calvert  
CARRIED

### 7.2. Adopt Amended Meeting Calendar 2021

Amanda Vercoe (Executive Advisor) was present to speak to the report and respond to questions. There were no questions and Councillor Noone moved adoption of the updated calendar for 2021.

### Resolution

*That the Council:*

- 1) **Receives** this report.
- 2) **Adopts** the updated Otago Regional Council governance meeting calendar for 2021.

Moved: Cr Noone  
Seconded: Cr Hope  
CARRIED

## 8. CLOSURE

There was no further business and Co-Chair Deaker declared the meeting closed at 11:47 am.

---

Co-Chairperson Deaker

---

Dated

**ACTION REGISTER – GOVERNANCE COMMUNICATIONS AND ENGAGEMENT COMMITTEE AT 13 MAY 2021**

Meeting	Report	Status	Action Required	Assignee/s	Action Taken	Due Date
Governance, Communications and Engagement Committee 2021.02.10	SPS2102 Update on Communications and Engagement Policy Review Process	In Progress	Present Draft Significance, Engagement and Maori Participation Policy (SEMPP) to the 12 May 2021 Gov, Comms and Engagement Committee.	General Manager Regulatory	<b>6 May 2021:</b> The draft SEMP is still being completed and will be presented to a future Council meeting for approval to commence a special consultative process.	12/05/2021

### 7.1. Community Survey Implementation Plan

**Prepared for:** Governance, Communications and Engagement Committee

---

**Report No.** COMS2101

**Activity:** Community

**Author:** Eleanor Ross, Manager Communication Channels

**Endorsed by:** Richard Saunders, General Manager Regulatory

**Date:** 28 April 2021

---

#### PURPOSE

- [1] The purpose of this report is to present a proposal to commence an annual community survey for ORC.

#### EXECUTIVE SUMMARY

- [2] Following a request from Councillors, staff have commenced work on a plan to deliver an annual community survey for Otago Regional Council (ORC).
- [3] Versus Research have been engaged to design a survey. This process involved workshops and interviews with Councillors and staff to refine the purpose and scope and provide a proposed implementation plan.
- [4] Consideration has been given to the sample size, the data collection method and the sample composition to ensure the most effective survey to support ORC to design and deliver its work programme.
- [5] The proposed plan is presented today and subject to approval, a survey will be carried out annually for the next three years.

#### RECOMMENDATION

*That the Committee:*

- 1) **Receives** this report.
- 2) **Approves** the delivery of a Community Survey for Otago Regional Council with a sample size of 1700.
- 3) **Notes** that Versus Research will be contracted to deliver the survey annually for the next three years.
- 4) **Notes** that the survey will be completed between August and October.

#### BACKGROUND

- [6] As part of the setting of the 2020/21 Annual Plan Councillors requested that staff initiate the delivery of a community survey for ORC.
- [7] A workshop with Councillors was held in September 2020, to gain a clearer understanding of the objectives and expectations from a community survey project.
-

- [8] Following the workshop, staff completed a tender process to appoint a contractor to complete the scoping and design phases of the project. Versus Research were engaged and have engaged with Councillors and staff to refine the survey purpose and scope and to develop a proposed implementation plan. A subsequent workshop was held with Councillors in March 2021 to test the outcomes of the scoping work prior to completing survey design for approval.
- [9] Feedback from the workshop included clarity of purpose, methodology and sample size which have been addressed in the options presented at the end of this paper. Additionally, the proposal includes a public release of the results to ensure a fully transparent process.
- [10] A detailed proposal document has now been completed for the consideration for Council. This proposal is included in Attachment 1.

## **DISCUSSION**

- [11] Versus Research have now completed the scoping and design phase of the community survey project. This process included interviews with a number of Councillors, a workshop and feedback process with staff and a workshop with Councillors.
- [12] A logic mapping process was used to refine survey purpose and scope. This work established priorities for information needs; these include:
- a. Community awareness and perceptions of ORC,
  - b. Issues of priority to the community
  - c. how different communities would prefer to engage
  - d. community knowledge and attitudes regarding the environment
- [13] The recommended target research group for this work is the Otago community (residents), noting that separate projects are planned to seek feedback from our customers through a survey (those who transact directly with ORC services) and to evaluate our stakeholder and partnership engagement through increased interactions and formal evaluation of our relationships.

### *Methodology*

- [14] The recommended research method is a quantitative survey. This method enables comparison over time to measure the performance of the organisation over a number of areas. Further, it enables comparison between geographic areas of the Otago region.
- [15] The data collection methods proposed include online, telephone and postal, with the greatest majority (70-80%) to be online (93% of our ratepayers interact with ORC online). The data collection process would be carried out in stages, with online completed in the first instance. Phone and postal data collection would then be used to target specific areas within the sample as needed.
- [16] Consideration has been given to the overall sample size, with regard to establishing a robust sample with a low margin of error, as well as being able to deliver results at a



local authority and regional level. More detail on overall sample size is outlined in the options below.

- [17] The proposed methodology also supports reporting on a local authority scale within Otago. A smaller size would not have enabled reporting at a level of confidence that could inform work planning. Further details on the sample size can be found on page 13 of Attachment A.
- [18] Questions within the survey will be organised by key sections. The key sections proposed to be covered are community knowledge of ORC, perceptions of ORC, expectations of ORC, engagement with ORC, and demographics. Further information and examples of questions can be found on pages 22-23 of Attachment A.
- [19] Across the proposed three-year period the survey will be undertaken at the same time each year. The second half of the calendar year is proposed, to avoid the more crowded first half of the year during which local government consults its annual and long-term plans. More specifically, we expect the research period to fall between 1 August and mid-October annually.
- [20] The proposed timing of the survey results will provide an improved understanding of community perceptions, community values and regional variations which will subsequently inform Annual and Long-Term Plan processes.
- [21] The annual reporting of results will include a report made available to the public along with a presentation to Councillors. Over time this reporting will also show trends against the benchmarked results from year one.
- [22] Subject to Council approval of an option to proceed, Versus Research propose to conduct pilot testing with approximately 50 respondents to test the implementation plan before proceeding to the full year one survey.

#### **OPTIONS**

- [23] A breakdown of the options included in the implementation plan is below, including the detail of margin of error at a district level for each option. Further details can be found on page 19 of Attachment A.

##### **Option 1**

This option proposes a total sample size of 1,000, giving an overall margin of error of +/-3.1%, at an annual total project fee of \$34,400.

Advantages:

- This option represents the lowest spend.

Disadvantages:

- The sample size is lower than the sample recommended by Versus Research as a minimum for robust results (1,200).
- The total sample size and margin of error for districts do not support robust survey outcomes.

**Option 2**

This option proposes a total sample size of 1,200 giving an overall margin of error of  $\pm 2.8\%$  at an annual total project fee of \$42,900.

Advantages:

- This option has been assessed by Versus Research as a robust sample size.
- The spend for this option is lower than Option 3.

Disadvantages:

- While the margin of error for results at a region-wide level is low, the margin of error at a district level at this sample size remains relatively high (between  $\pm 5.2\%$  and  $\pm 6.9\%$ ).

**Option 3 (Recommended)**

This option gives a total sample size of 1,700, giving an overall margin of error of  $\pm 2.4\%$ , at an annual cost of \$57,100.

Advantages:

- This option will deliver the most robust result in terms of margin of error, both at a region-wide level and at a district level. At a district level the margin of error at this sample size is between  $\pm 4.6\%$  and  $\pm 5.7\%$ .

Disadvantages:

- This option represents the greatest spend.

**Option 4 (Status Quo)**

Council chooses not to proceed with an annual community survey.

**CONSIDERATIONS****Policy Considerations**

[24] There are no policy considerations associated with this decision.

**Financial Considerations**

[25] This budget for the completion of the community survey has been included in the draft Long Term Plan 2021-2031.

**Significance and Engagement**

[26] The issue discussed in this report does not trigger or require any action under the ORC's Significance and Engagement Policy.

**Legislative Considerations**

[27] There are no legislative considerations.

**Climate Change Considerations**

[28] There are no climate change considerations associated with this paper.

#### **Communications Considerations**

[29] This paper supports communications with our community. It will improve our understanding of current community perceptions of ORC and enable more informed work planning. Additionally, it will provide insights into how our community prefer to communicate with ORC.

#### **Risk Considerations**

[30] There is a risk associated with the release of results which may reflect badly on ORC. This risk is balanced by the risk of not completing this project to enable more informed planning and delivery of the ORC work programme.

#### **NEXT STEPS**

[31] Subject to Council approving the completion of a community survey, staff will work with Versus Research to complete a pilot, testing proposed survey content with approximately 50 people to resolve any potential problems or technical issues.

[32] It is anticipated that the first community survey will be undertaken between the start of August and mid-October 2021 with a report back to Council prior to the end of the calendar year.

#### **ATTACHMENTS**

1. Otago Regional Council Resident Survey Proposed Approach [7.1.1 - 24 pages]

# Otago Regional Council Proposal Document

April 2021



# 1 Document Overview

The Otago Regional Council (ORC) is looking to complete a community satisfaction survey amongst residents in the Otago region. Versus Research has been engaged to assist in the formation and scope of the research. This was undertaken using four different methods, which are detailed in the table below.

Item	Method <sup>1</sup>	Audience	Purpose
1	Logic mapping workshop	Key management team (n=8)	To identify the planned outcomes of the research
2	Online engagement	Open to all staff	To allow staff to comment on the research approach and identify most important elements of the research
3	Personal interviews conducted via Zoom	Primary users of the data (department leads and CE, n=6)	To better understand internal use of the research
4	Personal interviews conducted via phone	Councillors (n=7)	To understand what elected members want from the research

The feedback from across these methods was consolidated into a purposing framework which outlines who the research will target, what it should focus on, and how any research findings will be used internally. This framework is summarised in section 2 of this document.

The framework was then used to shape the proposed research approach. This is outlined in sections 3 to 7 of the document and includes recommendations about research methods, sample design, questionnaire content, and project timings.

Proposed evaluation metrics for the research and project costs are detailed in sections 8 and 9.

<sup>1</sup> A summary of the key themes from the feedback obtained in the interviews with staff and elected members is included in the appendix.

## 2 Purpose Framework

The purposing of any project is an important step to ensure that study is both relevant and usable. This stage is completed at the start of a project and is used to inform the research methodology. To develop the purpose framework for this project we focused on three key purposing questions:

- What should the research focus on?
- Who should the research target?
- What does ORC plan to do with the research findings?

The content generated around each of these areas is outlined below.

### 2.1 What should the research focus on?

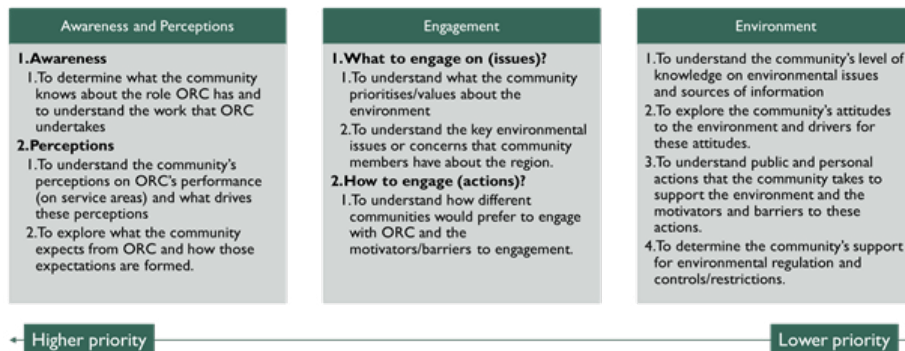
The first purposing question was used to determine exactly what this research should focus on. Preliminary internal conversations between ORC staff and elected members had identified a breadth of areas that the planned research project could cover. These areas were distilled down to the ten purpose statements listed below:

1. To understand what the community prioritises/values about the environment
2. To understand the key environmental issues or concerns that community members have about the region
3. To explore the community's attitudes to the environment and drivers for these attitudes
4. To understand public and personal actions that the community takes to support the environment and the motivators and barriers to these actions
5. To determine the community's support for environmental regulation and controls/restrictions
6. To determine what the community knows about the role ORC has and the work that ORC undertakes (basic knowledge)
7. To explore what the community expects from ORC and how those expectations are formed
8. To understand how different community groups would prefer to engage with ORC and the motivators/barriers to engagement
9. To understand the community's level of knowledge on environmental issues and sources of information
10. To understand the community's perceptions on ORC's performance (on what?) and what drives these perceptions

#### 2.1.1 Prioritisation of purpose areas

As part of the internal workshop, participants were asked to prioritise and cluster the above statements based on how they would use this information internally. This exercise resulted in the prioritisation matrix shown in diagram 1 below.

Diagram 1: Prioritisation of information needs



Within this exercise it is considered that the most useful information for ORC at this point in time related to determining what residents know of ORC and what their perceptions of ORC are currently (statements pertaining to awareness and perceptions in box 1). These areas are thought to be of a higher priority for the organisation as feedback indicated that there is a gap within ORC pertaining to robust and clear data in this space. As such, operational decisions can often be made with only assumptive data, which may not be accurate, may be ill-informed, and/or may not reflect the general feeling in the wider population.

Once a basic understanding of ORC is determined, workshop participants felt that establishing the way in which residents want to engage with ORC would be beneficial (statements pertaining to engagement on issues and engagement on actions in box 2). This area is considered important as it ensures that ORC communicates in a way which leads to more effective dialogue and programme implementation in their communities. Again, it is felt that this is an area where there is limited data currently available internally and this understanding is required to guide strategy development.

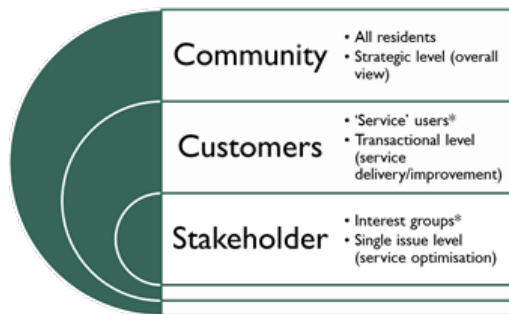
The final priority area is understanding the public’s view on environmental matters (statements included in box 3). Although the matrix above shows this as an area of lower priority, workshop participants recognised that this information is still important, particularly in the context of the work that a regional council completes. However, work has been completed in this area through engagement that was undertaken during the development of ORC’s strategic direction and community outcomes.

The development of the strategic direction and community outcomes established what the wider Otago community values at a regional level, however, it does not provide an understanding of what is valued by communities at a localised level. It also does not deliver a clear understanding of the values held by different demographic groups within the region. As such, while this area will not be the primary focus of this work, it is considered that the inclusion of some environmental features would be beneficial to provide context for engagement preferences and awareness and perception data.

## 2.2 Who should the research target?

The second purposing question addresses the target audience for this work. ORC staff considers there to be three distinct groups that the organisation engages with: community, customers, and stakeholders. These audiences differ in terms of their engagement and involvement with ORC as outlined in diagram 2 below.

Diagram 2: ORC engagement audiences



The community audience involves all people within the region, irrespective of their engagement or interactions with ORC. When considering these people in a research context, these respondents are helpful for gaining a broad understanding of views across the region. When conducting research with this audience, the focus is on gaining a breadth of views and making the final sample profile as representative of the region as possible.

The customer audience is all people who interact with ORC in some way; this interaction can range from brief engagement (low user) to intense engagement (high or frequent users). When considering these people in a research context, these types of participants are helpful for understanding how well a particular service is being delivered and

how this delivery can be improved. Customer based research is particularly good for exploring motivators to use, barriers to greater uptake, service improvements, and rating of transactional service elements, e.g., responsiveness, speed of response, etc. When conducting research with this audience it is important to consider gaining a sample of high level (frequent), medium level, and low-level users. Depending on the service of interest, this audience can occasionally include lapsed users who may have used the service previously but fallen away, or even non-users, as this can help to explore barriers to uptake.

The final audience of interest is stakeholders. Stakeholders are people, organisations, or interest groups who have a vested interest in the outcome of a decision or action. Often, this audience is highly engaged on a very specific issue that ORC operates within. When considering these people in a research context, these types of participants can be beneficial for optimising a service or project. They often hold a lot of knowledge about a particular aspect of the research topic and can provide distinct insights into how this can be changed. Research with this audience is often single issue focussed and the stakeholders will vary depending on the issue. Often this work can be more qualitative in nature and can involve on-going dialogue.

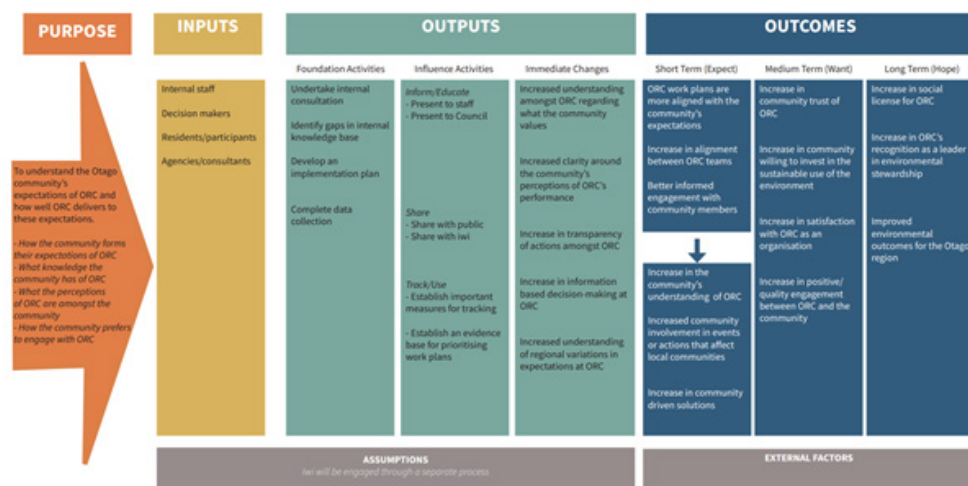
Throughout the consultation, there was general agreement that the focus of this particular research should be on the community, rather than customers or stakeholders. Generally, respondents consider that gaining a broad sense of how ORC is viewed would be beneficial as this is a significant knowledge gap within the organisation currently. Councillors in particular, voiced an interest in understanding the views of community members who do not traditionally engage with ORC and felt that this work should be as far reaching and broad as possible.

It should also be noted that this work needs to complement other research work that is being undertaken at ORC. It is considered that the planned customer survey and stakeholder mapping projects will sufficiently cover the customer and stakeholder audiences, while this piece of research will address the broader level community views that cannot be covered by other internal projects.

### 2.3 What does ORC plan to do with the research findings?

The final purposing question explores how ORC plan to use the findings of the research to enact change. The process to establish how the research would be used was completed via an internal workshop where participants outlined the changes that they would like to see made at ORC as a result of having/using the research. This discussion at the workshop is summarised in logic map below (diagram 3).

Diagram 3: Logic map displaying planned use of research findings





The logic map identifies that the immediate changes which will occur at completion of the survey relate to increases in internal understanding (clarity around perceptions, increased understanding of community values, and better understanding of regional variations). This in turn will allow for increases in information-based decision making at ORC.

In the short term, it is hoped that the increased understanding of communities and subsequent decision-making will lead to work plans which are better aligned with what the community wants and needs. This will also aid in better engagement with, and from, community members.

In the long term, ORC hopes that using this research information will assist in increasing the trust of ORC amongst the community, increased satisfaction with ORC, and increased positive engagement. This leads to a very long-term goal of increasing social license and improved environmental outcomes.

While the project is not able to directly drive the medium- and long-term outcomes, it is hoped that the internal changes which occur because of an improved understanding within ORC will contribute to these goals over the longer term.

## 2.4 Finalised purpose framework

The finalised purpose framework is shown below. This outline is used as a guide to develop the research methodology.

Table 1: Purpose framework for ORC research

Purposing question	What should the research focus on?	Who should the research target?	What does ORC plan to do with the research findings?
Application to research project	This research should: <ul style="list-style-type: none"> <li>• Provide an understanding of what the community knows about ORC currently</li> <li>• Provide an understanding of how ORC is perceived amongst different communities in Otago</li> <li>• Explore what the community expects from ORC</li> <li>• Provide an understanding of how different communities want to engage with ORC and what matters to these communities</li> </ul>	Community level view with an understanding of regional differences, specifically those who do not always engage with ORC	Increase understanding and improve practices: <ul style="list-style-type: none"> <li>• Increased understanding amongst ORC regarding what the community values</li> <li>• Increased clarity around the community's perceptions of ORC's performance</li> <li>• Increased understanding of regional variations in expectations at ORC</li> <li>• Increase in transparency of actions at ORC</li> <li>• Increase in information-based decision-making at ORC</li> </ul> Greater alignment and better engagement: <ul style="list-style-type: none"> <li>• Increase in the community's understanding of ORC</li> <li>• Increased community involvement in events or actions that affect local communities</li> <li>• Increase in community driven solutions</li> </ul>

### 3 Research Design

The framework above outlined the purpose and intended use of the proposed research. This work has been shaped into the following research key questions:

- What is the level of knowledge that the Otago community has of ORC?
- What perceptions does the Otago community hold of ORC?
- How does the community form their expectations of ORC?
- How does the community prefer to engage with ORC?

When assessing the most appropriate design to deliver to these research questions, we considered the following elements:

- The need for a robust and reliable sample which is able to be confidently used in decision-making;
- The need for a design which is able to be repeated so that progress and changes can be tracked over time;
- The need to deliver a representative view of the of the community and a breadth of responses, and;
- The need for transparent results whereby responses are able to be understood by both internal and external audiences alike.

Given these considerations we recommend that this work be completed via quantitative research, rather than qualitative research. Quantitative research is primarily conducted by surveys and is concerned with generating findings which are generalisable to a wider population; it addresses the degree to which a population holds certain sentiments, perceptions, associations, etc. In comparison, qualitative research is more exploratory in nature; it relates to uncovering insights and using these to gain a comprehensive understanding of feelings, values, and behaviours.

### 3.1 Design considerations

The primary consideration when designing a quantitative approach to this work was the need to reflect and consider the differences between the five local territorial authorities (TAs) that make up the Otago region. When considering this make-up we looked at the composition of each district with regards to overall population, age, gender, and ethnic distribution; a summary of this is provided in Table 2 below.

Table 2: District comparisons<sup>2</sup>

	Central Otago	Clutha District	Dunedin	Waitaki	Queenstown Lakes
Total population <sup>3</sup>	18,500	14,100	105,200	18,200	39,200
Gender	Male 51% Female 49%	Male 52% Female 48%	Male 47% Female 53%	Male 49% Female 51%	Male 50% Female 50%
Age	18-39 29% 40-64 43% 65+ 28%	18-39 31% 40-64 46% 65+ 23%	18-39 42% 40-64 37% 65+ 20%	18-39 28% 40-64 43% 65+ 29%	18-39 47% 40-64 37% 65+ 16%
Ethnicity	European 90% Māori 6% Pacific peoples 4% Asian 3% Other 2%	European 89% Māori 10% Pacific peoples 2% Asian 3% Other 2%	European 86% Māori 7% Pacific peoples 3% Asian 8% Other 2%	European 89% Māori 6% Pacific peoples 2% Asian 6% Other 2%	European 82% Māori 5% Pacific peoples 1% Asian 11% Other 5%
Other features	High proportion of rural population	High proportion of rural population	University city, significantly younger population	High population of farming population	Seasonal residents and high proportion of non-resident ratepayers

The district comparisons demonstrate that there is:

- A high proportion of young residents in Dunedin and Queenstown Lakes;
- A relatively large number of small rural communities in Central Otago, Clutha and Waitaki;
- Ethnicity variations across each TA, and;
- A high number of seasonal and non-resident ratepayers in Queenstown Lakes.

These differences not only affect the research approach, but also need to be considered for reporting purposes so that any results are contextualised within the differing environments in which ORC operates in. Details regarding data collection methods, sample design, questionnaire design, and reporting are shown in sections 4 – 7.

<sup>2</sup> Source: Statistics NZ.

<sup>3</sup> Residents aged 18+, rounded to nearest 100

## 4. Data Collection Methods

Taking the district differences into account, we considered a number of different data collection approaches for this research and concluded that a single method approach may prove difficult to achieve the breadth of sample required. We therefore recommend a mixed-method approach to data collection utilising online, telephone, and postal interviewing (if required).

With a mixed-method approach to data collection, each component needs to benefit the whole process. The 2018 census data for the Otago region, indicated the following communication parameters:

- 92% of households had access to a mobile telephone
- 86% of households had access to the internet
- 62% of household had access to a landline phone
- 1% of households did not have access to any telecommunication systems

Given this, we recommend that the online component deliver the majority of the data collection. Online has significant reach across this area and provides a cheaper alternative to telephone interviewing for larger sample sizes. However, there are limitations on online interviewing, and these can potentially be filled with telephone and postal components. A summary of the recommended split across the data collection approaches is shown in the table below.

Table 3: Proposed data collection proportions

Method	Purpose	Anticipated proportion of interviewing
Online	To gather feedback from younger people and those able to access the survey online	70% - 80%
Telephone	To gather feedback from older people, and those in rural areas and who may not have internet connectivity	20% - 30%
Postal	To gather feedback from those in remote rural areas	3% - 5%

The data collection process would be carried out in a staged approach with online completed in the first instance. Telephone and postal interviewing would then be used to target specific areas within the sample which require greater engagement. Further details of each method are shown overleaf.

## 4.1 Online

We recommend that phase 1 of the data collection be completed via an online survey. An online survey offers the following benefits for data collection:

- It is easy to target a broad geographic spread of respondents;
- It provides a faster method for completion as it is less resource intensive;
- It allows us to connect with younger audiences through student groups and training organisations, and;
- It is more cost-efficient method for collecting larger sample sizes.

The online survey would be set up on Versus' system and managed by the Versus team. It is our expectation that the majority of contact details for this work would be sourced from a third-party panel provider. Our recommended supplier for this work would be the Consumer Link Fly Buys panel. This panel has the largest reach across New Zealand with around half a million surveys completed per annum via this approach.

However, an online approach also allows us to share the survey link with specific organisations which may be able to provide connections with those who are not typically involved with ORC. An example of such organisations will be student unions, training organisations, specific ethnic groups, etc.

At the completion of the online component, we will review the data and determine any gaps in the demographic and geographic composition that we will need to fill with the telephone and postal components.

## 4.2 Telephone

Telephone interview is recommended as a supplementary interviewing approach for this work. We recommend including this component as:

- A telephone approach is a more appropriate application when taking into consideration the proportion of rural residents that will need to be contacted;
- It allows us to reach an older demographic which may not engage in an online setting, and;
- It allows for easy geographic quota control, ensuring a sample that is representative by district is achieved.

This interviewing will focus on remote and rural residents with the aim of backfilling any geographic or demographic quotas that may be outstanding at the end of the online data collection. Telephone surveying is conducted at our partner call center Symphony. Contact details for this component will be provided by Equifax, one of only two legitimate providers of residential phone numbers in New Zealand. This work will use both landline and mobile telephone numbers

## 4.3 Postal

The final approach for data collection that we have included is a postal approach. StatsNZ identified that there are 39 area units within the Otago region with a population of 500 or fewer; of those nearly half have fewer than 250 residents. It is hoped that we would be able to reach these people by telephone, however if this does not provide a sufficient sample then we may need to send a postal survey to these residents.

In a postal approach, residents are sent a letter requesting their participation in the survey. This letter includes a unique link which allows them to complete the survey online. However, given the internet connectivity in these communities, we also recommend including a full copy of the survey for these residents. This can then be completed and returned to Versus via a freepost number.

We are confident that we will be able to reach a breadth of residents via an online and telephone approach, and as such the inclusion of this stage will be reviewed upon the completion of the prior two data collection stages.

## 4.4 Incentive

To assist with uptake and participation in this project, we recommend that ORC offer an incentive for completing this work. While the proprietary panel surveys will be incentivised through Fly Buys, participation via community distributed online, telephone, and postal surveys will be enhanced if an incentive is included. Incentives need to be presented fairly, so that both ratepayer and non-ratepayers are equally enticed. Often the option of multiple chances to win work well and making sure the incentive has generic appeal e.g., Prezzy Card or vouchers will assist with uptake.

## 4.5 Timing of data collection

When looking at when the data collection for this work could be completed, we considered the need to retain a consistent timing to allow for year-on-year comparisons. This will ensure changes from the benchmark measures are a reflection of a change in attitudes or service delivery, rather than a seasonal effect.

For the local government sector, we often find that the first half of the calendar year is less ideal to complete survey measurement work as there is often additional consultation being completed for annual plans or long-term plans. Furthermore, this work is completed by both TA and regional level councils, which clutters the landscape for interviewing and cut through.

To this, we recommend that the survey be undertaken in the latter half of the year, although it will be important to avoid critical times in rural areas, e.g., calving or lambing seasons. The exact timings for this work can be decided upon finalising of the project.

## 5. Sample Composition

When considering the sample for this work we have looked at both the sample size and sample structure. Details about both elements are shown below.

### 5.1 Sample size

Given the size of the region, we recommend an overall sample size of n=1,200. A sample size of n=1,200 gives a robust sample with a low margin of error (MOE) of +/-2.8% at the 95% confidence interval<sup>4</sup>. Given the need to look at perceptions amongst different TAs this sample size also provides sufficient district sub-samples to analyse the results with.

However, in our pricing we have also included sample size options of n=1700 (MOE +/- 2.3%) and n=1,000 (MOE +/- 3.1%) for ORC to consider. Sample options smaller than n=1,000 have not been included as we do feel these would not provide sufficient sample with which to analyse the results with at a district level.

### 5.2 Sample structure

As outlined earlier there are challenges to canvassing the region given the populations of the individual TAs. With regards to geographic spread, we recommend that the overall sample be structured disproportionately across the TAs with a set number of response in each TA. Gathering an even number of responses from across the TAs will mean that the total level results will not represent the region at proportionately, as those areas that are smaller will be over-represented in the final sample and those which are larger will be under-represented.

To correct this skew we recommend applying post-collection weights to the final dataset. Weights are statistical adjustments that are applied to the final dataset so that particular areas are represented in the final sample as they are in the population. This is a common research approach and is applied to many local government projects where sample sizes need to be robust enough at a district level but also representative at a regional level. Our proposed structure as per each TA is shown in the table below (based on a sample of n=1,200).

Table 4: Proposed TA parameters of the sample

	Central Otago	Clutha District	Dunedin	Waitaki	Queenstown Lakes
Set %	17%	17%	29%	17%	20%
Sample size	200	200	360	200	240

To ensure the final sample is neither over nor under representative of the population’s demographic spread we recommend applying quotas to age, gender, and ethnicity. Across all data collection methods, we will need to ensure that age and gender demographics are representative of the populations within each district. This element is important to the sample design as these demographic attributes are likely to affect perceptions and level of engagement with ORC, e.g., older residents may be more aware of ORC, younger may be less likely to be aware, etc. As such we recommend applying the demographic quotas for each district as outlined in Table 5 overleaf.

<sup>4</sup> Margin of error expresses the amount of random sampling error present in a survey’s results; the lower the margin of error, the higher the confidence in the survey’s results reflecting the ‘true’ result of the population.

Table 5: Proposed demographic parameters of the sample

	REGION	Central Otago	Clutha District	Dunedin	Waitaki	Queenstown Lakes
Gender	Male 49%	Male 51%	Male 52%	Male 47%	Male 49%	Male 50%
	Female 51%	Female 49%	Female 48%	Female 53%	Female 51%	Female 50%
Age	18-39 39%	18-39 29%	18-39 31%	18-39 42%	18-39 28%	18-39 47%
	40-64 39%	40-64 43%	40-64 46%	40-64 37%	40-64 43%	40-64 37%
	65+ 21%	65+ 28%	65+ 23%	65+ 20%	65+ 29%	65+ 16%

Furthermore, we recommend that there is a minimum quota of 7% Māori respondents achieved across the region. Given the sample size for each district, breaking ethnicity down to a district level may add both time and cost to the project (refer table below for regional breakdowns). However, we recommend that there is a minimum proportion of Māori residents represented within the survey to allow for analysis by this sub-group.

Table 6: Regional ethnicity distribution

	REGION	Central Otago	Clutha District	Dunedin	Waitaki	Queenstown Lakes
Ethnicity	European 86%	European 90%	European 89%	European 86%	European 89%	European 82%
	Māori 7%	Māori 6%	Māori 10%	Māori 7%	Māori 6%	Māori 5%
	Pacific peoples 2%	Pacific peoples 4%	Pacific peoples 2%	Pacific peoples 3%	Pacific peoples 2%	Pacific peoples 1%
	Asian 8%	Asian 3%	Asian 3%	Asian 8%	Asian 6%	Asian 11%
	Other 3%	Other 2%	Other 2%	Other 2%	Other 2%	Other 5%

**5.2.1 Non-resident ratepayers**

Please note that at this stage no specific quota has been allowed for non-resident ratepayers. Although we recognise that this group may be important to include in the sample, the inclusion of such interviews will require further information from ORC and possibly the involvement of individual councils. If required for inclusion, we recommend that a subset of non-resident ratepayer interviews be completed as part of the online interviewing as a separate component.



## 6. Questionnaire

The questionnaire for this project will be designed to align with the research questions outlined in section 2. These measures include: core metrics, service measures, brand health, community priorities, engagement measures, and demographic measures. Summary of the areas and questions we recommend including are shown in the table below, the final version of the questionnaire will be designed in conjunction with ORC.

Table 7: Proposed questionnaire content

Research area	Theme	Indicative Questions	Retained measure
Knowledge	Core metrics	Awareness, knowledge of role, knowledge of services (broad)	Yes
	Service measures	Use of services, satisfaction	Yes
Perceptions	Overall performance/brand health	Trust, performance, reputation, regional pride, value	Yes
	Community Priorities	Areas of concern, rating of priorities	No
Preferred engagement	Engagement measures	Media use, preferred engagement, attitudinal profiling	No
	Demographics	Age, gender, area, ethnicity, hh income, born in NZ, employment/occupation, hh situation, stakeholder groups affiliation	Partial

At this stage, we anticipate that the survey will be approximately 15 minutes in duration. However, it should be noted that some content will be able to be retained year-on-year, whereas some content may change in and out over time. This structure allows for more relevant questions to be added and/or a shorter survey to be completed each year. This will allow for cost savings in the intervening years whereas a longer survey will be able to be completed in alternative years providing a larger dataset. The suggested annual retention, or otherwise, of the measures are shown in the table above. Further detail about the questionnaire is provided in the appendix.

### 6.1 Pilot testing

Pilot testing ensures that the questionnaire flows and helps to identify areas where respondents need clarification, or where the question type may not be appropriate to gather the correct response required. We recommend pilot testing approximately n=50 respondents across all methods to ensure any potential problems and/or technical issues are removed before 'going live'. The results and feedback from the testing stage will be reviewed and amendments to the questionnaire, if any, will be made in consultation with ORC prior to commencement of the main fieldwork phase.

## 7. Reporting

Feedback from the internal consultation identified that the outputs for the work would need to vary depending on the audience of interest. A summary of the key audiences identified as users of this work, along with their basic requirements are outlined in the table below.

Table 8: Proposed reporting format

User group	Audience	Use of data	Reporting requirements	Suggested reporting outputs
Primary	Councillors	To understand community views of ORC To measure organisational accountability	Clear overall measures that can be tracked over time	Presentation Detailed report
	Decision makers	To inform decision making and strategy development	Detailed analysis on specific areas	
Secondary	Internal staff	To gain an understanding of how ORC is viewed by the community	Summary of core measures and key insights that affect engagement	Presentation Internal engagement
			Specific analysis of subgroups for whom specific information or views may be relevant	
Tertiary	Survey participants	To provide feedback on the responses received from those who participated in the survey	Clear overall measures that can be tracked over time	Graphic summary Detailed report to be made publicly available
	Residents in general	To understand how the community views ORC		

From the above summary we have identified the following outputs as our recommended deliverables for this work:

- A presentation of a summary of the findings: One of the main outputs of this work will be a presentation of the findings to Council and to internal staff. In our experience, the most important factor for getting internal stakeholders to engage with data is the ability to present the results face-to-face to those who will use the information. Presentations provide a good way of getting the critical information to a wider audience without individuals having to dissect a full report. Presentations provide an opportunity to give context to the findings, discuss the results, and answer questions that may arise from the findings. In particular, presenting data helps initiate conversation for future planning and assists in maximising the use of the data. As outlined above we recommend that two separate presentations be held; one for elected members and one for all internal staff. Presentation of the data would involve a short visual presentation display showing the key results only and will highlight areas of particular interest to ORC. Presentations are created bespoke and tailored to the needs to the organization and audiences.
- A detailed written report: The primary output of these results will be generated using Adobe InDesign; we favour reports with clear space which are able to easily, and clearly, demonstrate the findings to the readers. This report will include graphs and tabulated results as well as showing measures across a range of demographic variables and any statistically different results will be highlighted. Total level results will be commented on and any subgroup differences will also be noted. This report would be available for internal reference, however in the interest of transparency, we recommend that the report is made available in its entirety for the public to view.

- An infographic or summary document: the final reporting component will be a graphic summary. One challenge with a detailed report is the ability to engage the external audiences with the document. In this instance, a more visual summary of the results may be more appropriate. An infographic approach provides a simple summary of the key data and allows for a snapshot of the main findings, often prompting audiences to explore the findings in greater detail at a later date. We would work with ORC to identify the main areas that they would like to see included in a summary document. This document could be distributed to those who participated in the survey but could also offer an option for providing a short summary for wider public sharing.

## 7.1 Internal engagement

The above points account for the deliverables that we recommend are provided at the end of the work. However, the consultation process for this project also identified that there should be some internal engagement that is completed alongside these results. Staff members who responded to this consultation indicated there is a need to know both the top-level findings but to also be able to access information which is relevant to their particular area of work. As one participant stated:

*"...[we need to] disseminate relevant info to relevant managers/GMs, who then hold meetings with their relevant staff to discuss the parts of the research results that affect their team"*

For staff this appeared to be about knowing how ORC plans to respond to the findings of the research and the actions that will be taken internally. This point is exemplified by a staff member's response below:

*"Keep us informed through something like Jostle but most important will be to talk through (as suggested in another comment through small sessions with staff) the findings and the actions ORC will take to move forward and improve."*

## 8. Evaluation metrics

To ensure that the research has a high level of utilisation, and can be sustained, we recommend that there is some form of simple evaluation undertaken after 12 months in place. The key measures for evaluation relate to appropriateness, effectiveness, efficiency, impact, and sustainability. A definition of these measures is shown in the table below along with the questions which would be relevant to include. To this, we have also outlined some metrics that we feel would assist in terms of providing evidence for each of the evaluation domains. These metrics are broken into indicators (data that can be counted or collected) and perceptions (data that would require responses from staff).

Table 9: Proposed project evaluation metrics

Domain	Key questions to answer	Evidence to collect
Project appropriateness	<ul style="list-style-type: none"> <li>To what extent were the data collection methods appropriate for reaching the target audiences?</li> <li>To what extent was the survey tool/instrument appropriate for delivering against the information needs?</li> <li>To what extent were the reporting tools appropriate for delivering the data to internal users?</li> </ul>	<p>Indicators</p> <ul style="list-style-type: none"> <li>Response rates to the survey</li> <li>Comparison of survey sample to population parameters</li> </ul> <p>Perceptions</p> <ul style="list-style-type: none"> <li>Perceptions of usefulness of the report content and delivery of the data</li> </ul>
Project effectiveness	<ul style="list-style-type: none"> <li>To what extent did the project increase engagement with data?</li> <li>For which internal audiences was the data most useful and why?</li> <li>What business units made the most use of the data and why?</li> </ul>	<p>Indicators</p> <ul style="list-style-type: none"> <li>Number of times data is accessed outside of the survey reporting</li> <li>The number of departments that use the survey data to inform decision making</li> <li>Number of projects that the data was used for</li> </ul> <p>Perceptions</p> <ul style="list-style-type: none"> <li>Perceptions of usefulness of data to inform decision making</li> <li>Perceptions of gaps or shortfalls within the dataset</li> <li>Extent to which there was a change in ORC understanding of community perceptions</li> <li>Extent to which there was a change in ORC understanding of regional variations</li> </ul>
Project efficiency	<ul style="list-style-type: none"> <li>Was the project implement as planned?</li> <li>Was the budget sufficient for delivering the project outcomes?</li> </ul>	<p>Indicators</p> <ul style="list-style-type: none"> <li>Timelines adhered to</li> <li>Data collection period sufficient for completing the required sample size</li> <li>The cost of the survey relative to the cost of other data collection tools</li> </ul>
Project impact	<ul style="list-style-type: none"> <li>To what extent did the lead to organisational changes?</li> <li>To what extent did the project support improvements for best practice</li> </ul>	<p>Indicators</p> <ul style="list-style-type: none"> <li>How often survey data is used in decision making processes</li> <li>Type and number of actions that were taken as a result of using the survey data</li> </ul> <p>Perceptions</p> <ul style="list-style-type: none"> <li>Extent to which there was a change in ORC understanding of community perceptions</li> <li>Extent to which there was a change in ORC understanding of regional variations</li> </ul>

Table 9 continued: Proposed project evaluation metrics

Domain	Key questions to answer	Evidence to collect
Project sustainability	<ul style="list-style-type: none"> <li>Will the project continue beyond the three-year plan?</li> <li>Will the project be expanded or changed to improve organisational outcomes?</li> </ul>	<p>Indicators</p> <ul style="list-style-type: none"> <li>Projects where the data was most used for</li> </ul> <p>Perceptions</p> <ul style="list-style-type: none"> <li>Areas where the data fell short or could not provide sufficient detail</li> <li>Areas could be captured which are not currently used.</li> </ul>

A summary of indicator and perception data should be collated at the end of each year of interviewing. This could be completed as part of an informal debrief session or as part of a review that looks at the wider organisational use of data and information in decision making.

## 9. Investment

Outlined below are three price options for completing this work as per the method outlined above. When reviewing these prices ORC should consider the margin of error allocated to each sample size, this is shown in italics under the associated sample size.

Table 10: Cost options for different sample sizes

	Option 1	Option 2	Option 3
<b>Method composition</b>			
Approximate % of online interviewing	80%	75%	70%
Approximate % of telephone interviewing	20%	25%	30%
<b>District composition</b>			
Waitaki District	160 (+/-7.7%)	200 (+/-6.9%)	300 (+/-5.7%)
Central Otago District	160 (+/-7.7%)	200 (+/-6.9%)	300 (+/-5.7%)
Queenstown Lakes District	200 (+/-6.9%)	240 (+/-6.3%)	340 (+/-5.3%)
Dunedin City	320 (+/-5.5%)	360 (+/-5.2%)	460 (+/-4.6%)
Clutha District	160 (+/-7.7%)	200 (+/-6.9%)	300 (+/-5.7%)
<b>Total sample size</b>	<b>1,000 (+/-3.1%)</b>	<b>1,200 (+/-2.8%)</b>	<b>1,700 (+/-2.4%)</b>
<b>Price</b>			
Versus' fee	\$10,900	\$11,400	\$11,900
Online interviewing fee	\$10,100	\$10,700	\$12,900
Telephone interviewing fee	\$12,350	\$17,500	\$26,500
Incentive	\$800	\$800	\$800
Postal charges (assumes \$2.50 per letter) <sup>5</sup>	\$1,250	\$2,500	\$5,000
<b>Total project fee</b>	<b>\$34,400</b>	<b>\$42,900</b>	<b>\$57,100</b>

Notes regarding cost:

- Versus' fee includes questionnaire design and set up, project management, coding, analysis, reporting and deliverables as per the content outlined above.
- Online and telephone interviewing fees are for the data collection and sample provision of their respective services. These costs are based on a 15 minute survey duration and allocated sample sizes. Re-costing will be required should either of these parameters change.
- Incentive costs are based on a nominal amount. These can be allocated as per required.
- Costs exclude travel.
- All costs exclude GST.

<sup>5</sup> These charges will only be required if we do not achieve the geographic spread via the online and postal interviewing. Please note that these charges can be reduced if ORC has an AOG contract for postal services.

## Appendices

### Appendix 1: Key themes from the interviews with staff members

Summarised below are the key themes that arose from interviews with staff members. Please note that while individual interview content may have varied, the points below are the areas that were common across all staff interviews.

#### Participants

- Sarah Gardner, CE
- Amanda Vercoe, Executive Advisor
- Gwyneth Elsum, GM Strategy, Policy and Science
- Anne Duncan, Manager Strategy
- Jasmin Lamorie, Corporate Planning Business Partner

#### Key interview themes

- The project needs to fit with other workstreams: For this particular theme there was an emphasis on minimising the overlap with other work that will be undertaken and to complement the work which is being completed by different departments.
- The project needs to fill some basic knowledge gaps that are held within the organisation: Lack of awareness and understanding of what the community thinks about this organisation. There is a feeling that there is a lack of reputation to fall back on and that as an organisation there is little understanding of what needs to be done to build this.
- The project needs to complement the work that is already in place: Staff were keen to include the views of the broader community, not just those where the organisation already holds an established relationship with. This element was considered important as it ensures that the wider voice is heard. To this, there was also a clear difference between stakeholder and customer definitions with staff feeling that those audiences are already addressed via other workstreams.
- The need to understand the greater/wider community: The usefulness of this work will be determined by the ability to gain a better understanding of the community at large, while there is some understanding of specific groups this is hard to delineate across different demographic groups. The current thinking is to understand rural or urban, however there needs to be a greater focus on those who do not traditionally engage with ORC.
- Brand recognition is considered low: Staff generally felt that there would likely be very little understanding about ORC within the region and this will pose a problem when assessing how well the organisation is performing on certain activities. While some residents will have a significant understanding and engagement, this is unlikely to be the case for the majority of residents.
- Measures need to be actionable: To the points above with limited awareness, there was a trepidation of measuring content that will not be able to be actioned as there are certain things that ORC will be mandated to complete by central government. While the community may require or want different elements, there are certain things which will be unhelpful to measure, e.g., actions which ORC has no direct influence over or which they are unable to influence.
- The approach needs to be sustainable and pragmatic for the organisation: The project should have enough flexibility to be able to change year on year while also being able to track progress. Less of a focus on satisfaction with service and more of a focus on reputation and the factors that affect this.

## Appendix 2: Key themes from the interviews with elected members

Summarised below are the key themes that arose from interviews with elected members. Please note that while individual interview content may have varied, the points below are the areas that were common across all interviews.

### Participants

- Cr Andrew Noone
- Cr Michael Laws
- Cr Michael Deaker
- Cr Kate Wilson
- Cr Hillary Calvert
- Cr Gary Kelliher
- Cr Bryan Scott

### Key interview themes

- Awareness of ORC considered low: Similar to staff responses, most elected members mentioned that few residents would have an awareness of ORC and limited understanding of the role ORC has. However, elected members recognised that rural residents may have greater awareness of ORC given the activities that ORC undertakes in rural areas.
- Transparency of findings: The research findings need to be accepted regardless of results they deliver. Specifically, if the results are poor and/or low, these need to be owned and strategies put in place internally to determine how ORC can improve these results over time.
- The work needs to establish a benchmark to build improvement upon: The project needs to establish a basic understanding of what the community thinks about ORC. This then needs to be used to track performance and understand how we can improve over time. This work can then be used to hold staff to accountability as it will be an indication of delivery against community wants and needs.
- Need to include views of all community members: The drivers for satisfaction will vary around the region, and as such capturing the diversity of the region is important. Councillors made a consistent comment about the lack of ORC presence in rural areas compared to those in urban areas despite the rates base being from mostly rural residents.
- Opportunity to increase ORC awareness: Councillors also suggested that residents' awareness of ORC is high, but that their understanding of why ORC exists is relatively low, i.e., there is surface level awareness only. Councillors mentioned that this research in and of itself is an opportunity to help Otago residents to understand what ORC does also and the role it has in the region.



## Appendix 3: Proposed Content and Structure for the Community Survey

Outlined below is the proposed content for each of the key sections of the Community Survey. This outline also includes how we propose to measure each area and provides examples of the types of questions that could be included in each section.

### Section 1: Community Knowledge of ORC

**1.1 Purpose: To understand what residents know about ORC, specifically awareness of the services that ORC provides and type of work that is undertaken.**

- **How this will be measured in the questionnaire:**
  - Top of mind awareness (open ended question)
  - Promoted awareness (select from list)
  - Awareness of areas worked in (select from list)
  - Awareness of services (select from list)
- **Example questions:**
  - Firstly, which organisation do you understand to be responsible for the management of Otago's natural resources? (open ended question)
  - Have you heard of Otago Regional Council? (multi choice)
  - Otago Regional Council is responsible for the management of natural resources across the Otago Region. Thinking about the work Council does, please list all of the areas you are aware they are involved in. (open ended question)
  - Which of the following areas are you aware they are involved in? (multi choice)
  - Below are a list of statements about the role the council has in the region, please indicate how much you agree or disagree with each statement. ( rating scale 1 - 10)

**1.2 Purpose: To understand which services residents have engaged with**

- **How this will be measured in the questionnaire:**
  - Service selection (select from list)
  - Service rating (rating of 1 – 10 satisfaction scale for services used)
- **Example questions:**
  - Which of the following services have you used in the past 12 months? (multi choice)
  - How satisfied were you with the service you received? (rating scale of 1 - 10)

### Section 2: Perceptions of ORC

**2.1 Purpose: Performance: To understand how well ORC is performing on the key tasks they are required to undertake**

- **How this will be measured in the questionnaire:**
  - Performance statement list (1-10 agreement scale)
- **Example questions:**
  - How well or poorly do you think Otago Regional Council is performing in the following areas. (statement list, 1 - 10 rating)

**2.2 Purpose: Outcomes: To understand perceptions of the environment with regards to the main areas that ORC is responsible for**

- **How this will be measured in the questionnaire:**
  - Perception of environmental quality list (1 – 10 agreement scale)
- **Example questions:**
  - For each of the following, do you think each of the following is generally improving, staying the same, or deteriorating? (statement list, 1 - 10 rating)

**2.3 Purpose: Brand: To look at how the ORC brand is viewed by residents**

- **How this will be measured in the questionnaire:**
  - Brand statements (1 – 10 agreement scale)
- **Example questions:**
  - The next few questions are about your perceptions of Otago Regional Council. Please indicate how much you agree or disagree with the following statements. (statement list, 1 - 10 rating)

Otago Regional Council Research Purposing and Scope | 22

**2.4 Purpose: Overall: To gain an overall rating of ORC performance**

- **How this will be measured in the questionnaire:**
  - Satisfaction rating (1 – 10 satisfaction scale)
  - Reason for providing the rating (open ended question)
- **Example questions:**
  - How satisfied are you with how the council services the region as a whole? (1 - 10 rating)
  - Why do you say that? (open ended question)

**Section 3: Expectations of ORC****3.1 Purpose: Priority: To determine the most important issues for different communities**

- **How this will be measured in the questionnaire:**
  - Stating of three most important local issues (open ended question)
- **Example questions:**
  - Can you please tell me what you think is the most important environmental issue facing the Otago Region today? (open ended question)

**3.2 Purpose: Delivery: To understand how well ORC has responded to local issues**

- **How this will be measured in the questionnaire:**
  - Satisfaction rating (1 – 10 satisfaction scale)
  - Reason for providing the rating (open ended question)
- **Example questions:**
  - How well has Otago Regional Council responded to this? (1 - 10 rating scale)
  - Why do you say that? (open ended question)

**Section 4: Engagement with ORC****4.1 Purpose: ORC Use: To determine which ORC publications and initiatives have been most successful/relevant**

- **How this will be measured in the questionnaire:**
  - Awareness of ORC publications and initiatives (select from list)
  - Engagement with/use of with ORC publications and initiatives (select from list)
- **Example questions:**
  - Which of the following ORC publications have you seen or engaged with? (multi choice)
  - Which of the follow do you regularly read or engage with? (multi choice)

**4.2 Purpose: General Use: To understand general views of the information provided by ORC**

- **How this will be measured in the questionnaire:**
  - Where generally hear ORC about (select form list)
  - Where prefer to get information about ORC from (select from list)
  - Satisfaction with ORC information (1 – 10 satisfaction rating)
- **Example questions:**
  - Where, or from whom, do you get information about Otago Regional Council? (multi choice list)
  - What if your preferred form of receiving information from Otago Regional Council? (multi choice list)
  - How satisfied are you with each of the following with the information you receive from Otago Regional Council? (statement list, 1 - 10 scale)
  - Overall, how satisfied are you with the information you receive from Otago Regional Council? (1 - 10 rating scale)

**Section 5: Demographics****5.1 Purpose: To profile and understand different audiences within the sample**

- **How this will be measured in the questionnaire:**
  - Environmental attitudinal statements (1-10 agreement scale)
  - Involvement with specific interest groups (select from list)
  - Age, household income, household situation, gender, ethnicity (select from list)
- **Example questions:**
  - Please indicate how strongly you agree or disagree with each of the following statements about the environment. (statement list, 1 - 10 scale)
  - Which if any of the following groups are you personally involved with? (multi choice)
  - Which of the following age groups do you fall into? (multi choice)



## 7.2. Local Government Official Information and Meetings Act 1987 Data

**Prepared for:** Governance, Communications and Engagement Committee

---

**Report No.** GOV2117

**Activity:** Governance

**Author:** Peter Kelliher, Legal Counsel

**Endorsed by:** Nick Donnelly, General Manager Corporate Services

**Date:** 5 May 2021

---

### PURPOSE

- [1] To provide the Committee Council’s Local Government Official Information and Meetings Act 1987 (“LGOIMA”) data for the period 1 April 2020 to 31 March 2021.

### EXECUTIVE SUMMARY

- [2] The Otago Regional Council (“Council”) is an agency which is subject to the LGOIMA and receives and processes information requests accordingly.
- [3] This report sets out key LGOIMA data for the period 1 April 2020 to 31 March 2021 to enable future point-in-time comparisons.
- [4] Such information could later be used to notify emerging themes or trends, opportunities for proactive release, resourcing, capacity or capability issues.

### RECOMMENDATION

*That the Committee:*

- 1) **Receives this report.**

### BACKGROUND

- [5] For the period 1 April 2020 to 31 March 2021, the Council’s legal team processed 145 LGOIMA requests. The data in this report is solely from these requests and do not include other information requests to other Council staff, such as media requests or routine matters.

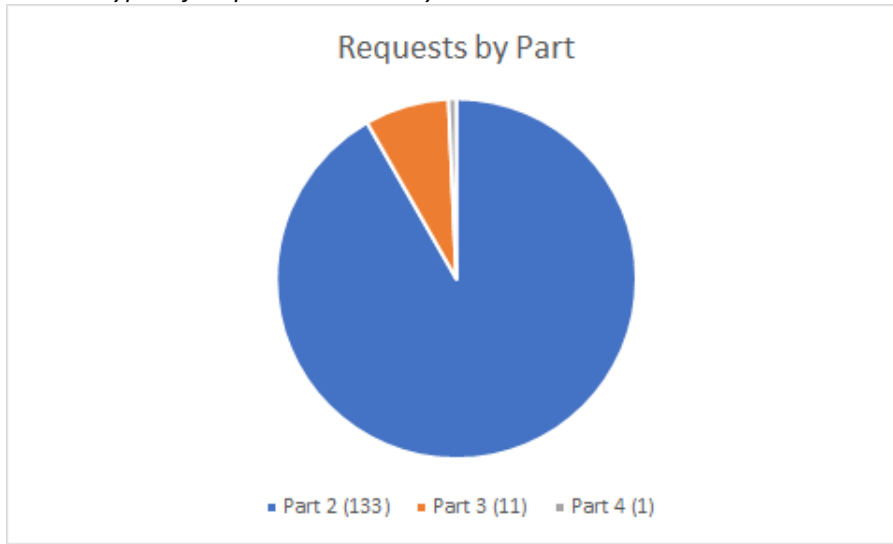
### DISCUSSION

- [6] LGOIMA provides for a range of different requests. There are different rules that apply to different types of requests. It is important staff are aware of which rules to apply, in order to ensure that the right decision is made.
- [7] The types of LGOIMA requests are:
- a. Part 2: General requests for access to official information that is not about the requester (or otherwise described below).
  - b. Part 3:
    - i. Requests under section 21 for access to a Council’s policies, principles, rules, or guidelines for making decisions or recommendations in respect of any person; or

- ii. Requests under section 22 for a written statement of reasons why a decision or recommendation was made about the requester.
- c. Part 4: Requests by a corporate entity for personal information about itself.

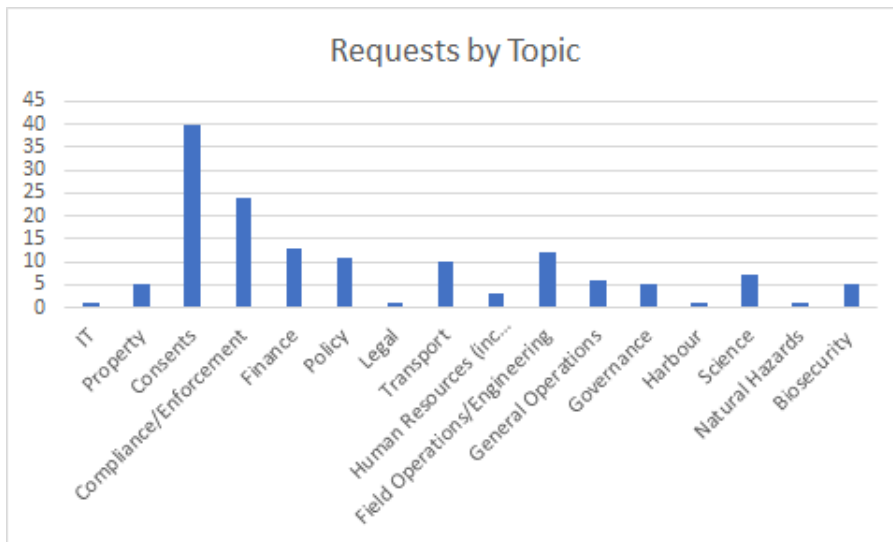
[8] Table 1 records the number of requests by “Part” processed by the legal team.

Table 1: Types of Request Processed by Part



[9] The requests covered a wide range of Council topics as shown in Table 2: Requests by Topic.

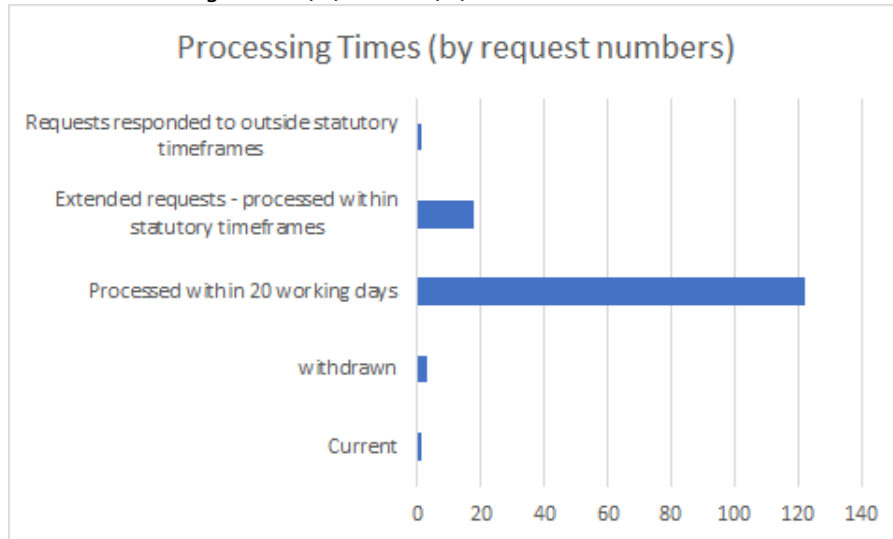
Table 2: Requests by Topic



[10] LGOIMA requires agencies make a decision on a request and communicate it to the requester ‘as soon as reasonably practicable’ and no later than 20 working days after the day on which the request was received.<sup>[1]</sup> The reference to 20 working days is not the de facto goal but the absolute maximum (unless it is extended).

[11] For the period 1 April 2021 to 31 March 2021, 144 of the 145 requests received were processed in accordance with statutory timeframes. Table 3 records the processing times:

[12] *Table 3: Processing Times 1/4/20 to 31/3/21*



[13] From the requests that were processed within 20 working days (122), the average response was 10.53 working days.

[14] From the requests that were responded to within an extended time<sup>[1]</sup>, the average response was 28.17 working days.

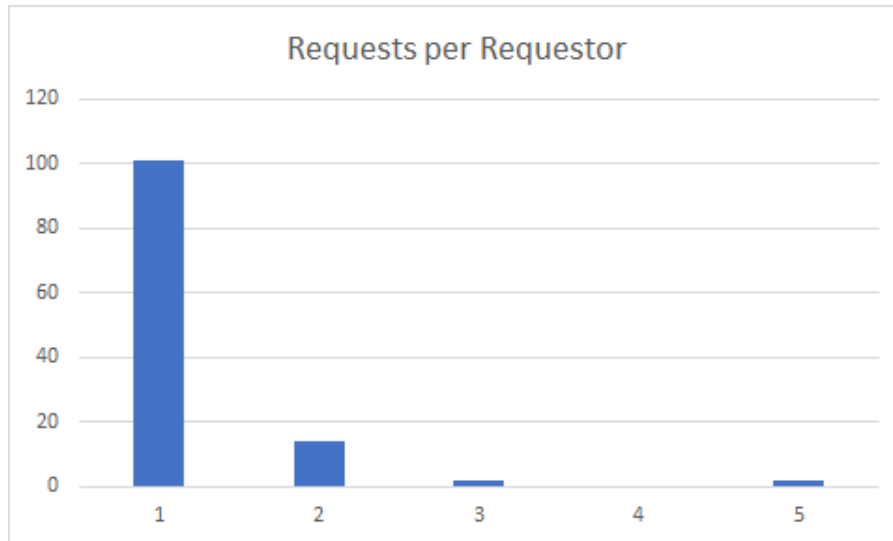
[15] Three requests were withdrawn during the reporting period.

[16] The original timeframe of 20 working days was extended for 18 requests for the following reasons:

- a. Substantial collation and research; and
- b. To enable consultation.

[17] The requests processed during the period, were from 119 different requesters. The number of requests per requester is shown in table 4:

*Table 4: Number of requests per requestor*



**Ombudsman Complaints**

[18] The Ombudsman handles and investigates complaints regarding LGOIMA responses by local authorities. A summary of these complaints is periodically released by the Ombudsman. Table 5 records the number of complaints, per authority, received by the Ombudsman for the period 1 July 2020 to 31 December 2020. Two complaints were received about the Council during this period.

*Table 5. Number of LGOIMA Complaints received by the Ombudsman – 1 January 2020 to 31 December 2021*

<b>Agency</b>	<b>Total</b>
Auckland Council	13
Auckland Transport	6
Bay of Plenty Regional Council	2
Buller District Council	1
Christchurch City Council	6
Christchurch City Holdings Ltd	1
Delta Utility Services LTD	1
Dunedin City Council	2
Environment Southland	1
Far North District Council	7
Gisborne District Council	2
Greater Wellington Regional Council	3
Hamilton City Council	3

Hastings District Council	1
Hawkes Bay Regional Council	3
Horowhenua District Council	1
Hutt City Council	2
Invercargill City Council	1
Kaipara District Council	1
Kapiti Coast District Council	3
Kawerau District Council	1
Marlborough District Council	4
Matamata-Piako District Council	1
Napier City Council	2
Nelson City Council	1
New Plymouth District Council	1
Opotiki District Council	3
Otago Regional Council	2
Palmerston North City Council	1
Porirua City Council	1
Queenstown Lakes District Council	4
Selwyn District Council	2
Tasman District Council	4
Tauranga City Council	5
Te Manawa Museum Trust	2
Thames Coromandel District Council	7
Timaru District Council	1
Upper Hutt City Council	1
Waikato District Council	2
Waikato Regional Council	4
Watercare Services Ltd	7
Wellington City Council	14
Wellington Regional Economic Development Agency (Wellington NZ)	1
Wellington Water	1
Western Bay of Plenty District Council	3
Whakatane District Council	3
Whanganui District Council	1
Whangarei Art Museum	1
Whangarei District Council	1

#### **Proactive Release of Official Information**

- [19] The Council will be periodically publishing on its website selected responses to LGOIMA requests where there is a level of interest in the information.



- [20] Proactive publishing of official information is an opportunity for Council to operate in a more transparent and accountable way. When Council chooses to increase the amount of official information available on its website, this improves its community engagement by helping ensure members of the community are better informed about our work and can have the effect of strengthening communities' trust and confidence in the Council. The Office of the Ombudsman strongly encourages local authorities to engage in effective proactive release of official information.
- [21] The proactive release of official information is in line with LGOIMA. Even though LGOIMA is primarily concerned with dealing with requests for official information, its purposes include increasing the availability of official information to the public. In addition, proactive release is consistent with the principle of availability in section 5 of LGOIMA, which requires that information shall be made available unless there is good reason to withhold.
- [22] Proactive release of information promotes good government, openness and transparency and fosters public trust and confidence in the Council. It also has administrative benefits, including by reducing requests for information, which is already publicly available.

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

- [23] The Council has an internal proactive release policy.

### **Financial Considerations**

- [24] There are no financial considerations from this paper.

### **Significance and Engagement Considerations**

- [25] This paper does not trigger the significance and engagement policy.

### **Legislative and Risk Considerations**

- [26] Under LGOIMA, where Council makes information available in good faith pursuant to a Part 2 or Part 3 or Part 4 request, no proceedings, civil or criminal, shall lie against the Council or any other person in respect of making that information available.
- [27] The good faith protection under LGOIMA does not apply where Council proactively releases the information.

### **Climate Change Considerations**

- [28] There are no climate change considerations from this paper.

**Communications Considerations**

[29] There are no communications considerations from this paper.

**NEXT STEPS**

[30] Staff will report to the Committee in 2022 for data for the period 1 April 2021 to 31 March 2022.

**ATTACHMENTS**

Nil