



AGENDA

Ordinary meeting of the

Governance Committee

**Thursday 13 June 2019
Commencing at 9.00a.m.
Council Chamber
Civic House
110 Trafalgar Street, Nelson**

**Pat Dougherty
Chief Executive**

Membership: Councillor Ian Barker (Chairperson), Her Worship the Mayor Rachel Reese, Councillors Luke Acland, Mel Courtney, Bill Dahlberg (Deputy Chairperson), Gaile Noonan, Mike Rutledge, Tim Skinner, Stuart Walker, Mr John Murray and Mr John Peters

Quorum: 6

Nelson City Council Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the formal Council decision.

Guidelines for councillors attending the meeting, who are not members of the Committee, as set out in Standing Order 12.1:

- All councillors, whether or not they are members of the Committee, may attend Committee meetings
- At the discretion of the Chair, councillors who are not Committee members may speak, or ask questions about a matter.
- Only Committee members may vote on any matter before the Committee

It is good practice for both Committee members and non-Committee members to declare any interests in items on the agenda. They should withdraw from the room for discussion and voting on any of these items.

1. Apologies

- 1.1 An apology has been received from Mr John Murray

2. Confirmation of Order of Business**3. Interests**

- 3.1 Updates to the Interests Register
- 3.2 Identify any conflicts of interest in the agenda

4. Public Forum**5. Confirmation of Minutes**

- 5.1 18 April 2019

8 - 19

Document number M4178

Recommendation

That the Governance Committee

- 1. Confirms the minutes of the meeting of the Governance Committee, held on 18 April 2019, as a true and correct record.***

6. **Chairperson's Report**
7. **Uniquely Nelson Memorandum of Understanding 2019/2020** **20 - 44**

Document number R10166

Recommendation

That the Governance Committee

1. ***Receives the report Uniquely Nelson Memorandum of Understanding 2019/2020 (R10166) and its attachments (A2181631, A2182035 and A2182036).***

Recommendation to Council

That the Council

1. ***Approves the Uniquely Nelson Memorandum of Understanding 2019/2020 (A2181631).***

8. **Sister Cities Coordinator Update** **45 - 51**

Document number R10132

Recommendation

That the Governance Committee

1. ***Receives the report Sister Cities Coordinator Update (R10132).***

9. **Governance Committee Quarterly Report to 31 March 2019** **52 - 65**

Document number R10105

Recommendation

That the Governance Committee

1. ***Receives the report Governance Committee Quarterly Report to 31 March 2019 (R10105) and its attachments (A2175596, A2181659 and A2181133).***

10. Communications and Engagement Strategy

66 - 74

Document number R10206

Recommendation

That the Governance Committee

1. ***Receives the report Communications and Engagement Strategy (R10206) and its attachment (A2196740).***

Recommendation to Council

That the Council

1. ***Adopts the Communications and Engagement Strategy (A2196740).***

PUBLIC EXCLUDED BUSINESS

11. Exclusion of the Public

Recommendation

That the Governance Committee

1. ***Excludes the public from the following parts of the proceedings of this meeting.***
2. ***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Governance Committee	Section 48(1)(a)	The withholding of the information is necessary:

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
	Meeting - Public Excluded Minutes - 18 April 2019	The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	<ul style="list-style-type: none"> • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)
2	Governance Committee Public Excluded Status Report	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)
3	Nelson Centre of Musical Arts - Appointment of Trustees	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person
4	Update on Strategic Property Matters	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
			commercial and industrial negotiations)

Note:

- **This meeting is expected to continue beyond lunchtime.**
- **Lunch will be provided.**
- **Youth Councillors Jessica Hamilton and Anna Sawyer will be in attendance at this meeting.**



Minutes of a meeting of the Governance Committee

Held in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson

On Thursday 18 April 2019, commencing at 1.03p.m.

- Present: Councillor I Barker (Chairperson), Her Worship the Mayor R Reese, Councillors M Courtney, B Dahlberg (Deputy Chairperson), G Noonan, M Rutledge, T Skinner, Mr J Murray and Mr J Peters
- In Attendance: Councillor P Matheson, Chief Executive (P Dougherty), Group Manager Community Services (R Ball), Group Manager Corporate Services (N Harrison), Group Manager Strategy and Communications (N McDonald), Governance Adviser (E-J Ruthven), and Youth Councillors (A Hunter and A Lile)
- Apologies: Councillors L Acland and S Walker, and Her Worship the Mayor (for early departure)

1. Apologies

Resolved GOV/2019/020

That the Governance Committee

- 1. Receives and accepts the apologies from Councillors Acland and Walker, and from Her Worship the Mayor for early departure.***

Courtney/Dahlberg

Carried

2. Confirmation of Order of Business

The Chairperson advised that there was one additional minor matter to be added to the agenda, the Update on Communications and Engagement Strategy. He said the committee could discuss the item but not make any decision or recommendation about it, and a procedural motion should be passed to allow the matter to be discussed.

Attendance: Her Worship the Mayor left the meeting at 1.05p.m.

Resolved GOV/2019/021

That the Governance Committee

- 1. Considers the item regarding Update on Communications and Engagement Strategy at this meeting as a minor item not on the agenda, pursuant to Section 46A(7A) of the Local Government Official Information and Meetings Act 1987.***

Dahlberg/Courtney

Carried

The Chairperson advised that items would be taken in a different order to that on the agenda, and that Item 8 (Events Fund Six Monthly Report) had been withdrawn from the agenda.

3. Public Forum

There was no public forum.

4. Confirmation of Minutes

4.1 7 March 2019

Document number M4078, agenda pages 9 - 18 refer.

Resolved GOV/2019/022

That the Governance Committee

- 1. Confirms the minutes of the meeting of the Governance Committee, held on 7 March 2019, as a true and correct record.***

Murray/Peters

Carried

5. Interests

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

6. Chairperson's Report

There was no Chairperson's Report.

7. The Bishop Suter Trust Half Year Performance Report to 31 December 2018, Draft Statement of

Intent 2019/2024 and Collection Policy (item 9 on the agenda)

Document number R9963, agenda pages 31 - 95 refer.

Director Julie Catchpole, Chairperson, Craig Potton, and Trustees John Hambleton and Margaret Soderberg, joined the meeting. Group Manager Community Services, Roger Ball, presented the report.

Ms Catchpole, Mr Potton, Mr Hambleton, Ms Soderberg and Mr Ball answered questions regarding the Trust's plans to build revenue, the Trust's plans to bring a 'destination' artwork to Nelson and how this aspiration was reflected within the budgets, how fundraising and patronage were managed, given the call by multiple organisations on a reasonably small population, how inflation adjustments were reflected in the accounts, visitation numbers, the Trust's relationship with Tasman District Council and succession planning for the Board. It was noted that several aspects regarding the Trust's relationship with Tasman District Council and succession planning were covered by the attachment in the public excluded agenda.

Attendance: Her Worship the Mayor returned to the meeting at 1.28p.m.

There was a further discussion regarding risk management and building security. In response to questions, Ms Catchpole and Mr Potton explained how security and insurance for the collection was managed. It was further agreed that clause 9.2 of the Collection Policy be strengthened to indicate the comprehensive nature of insurance the Trust had in place for the collection.

Attendance: Her Worship the Mayor left the meeting at 1.33pm.

8. Exclusion of the Public

Resolved GOV/2019/023

That the Governance Committee

- 1. Confirms, in accordance with sections 48(5) and 48(6) of the Local Government Official Information and Meetings Act 1987, that Julie Catchpole, Craig Potton, John Hambleton and Margaret Soderberg, as representatives of the Bishop Suter Trust, remain after the public has been excluded for Item 2 of the Public Excluded agenda (The Bishop Suter Trust Half Year Performance Report to 31 December 2018 and Draft Statement of Intent 2019/24), as they have knowledge relating to The Bishop Suter Trust that will assist the meeting.***

Rutledge/Noonan

Carried

Resolved GOV/2019/024

That the Governance Committee

- 1. Excludes the public from the following parts of the proceedings of this meeting.***

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

Rutledge/Noonan

Carried

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
2	Attachment for The Bishop Suter Trust Half Year Performance Report to 31 December 2018 and Draft Statement of Intent 2019/24	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person • Section 7(2)(b)(ii) To protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information

The meeting went into public excluded session at 1.41p.m and resumed in public session at 1.52p.m.

Resolved GOV/2019/025

That the Governance Committee

- 1. Receives the report The Bishop Suter Trust Half Year Performance Report to 31 December 2018, Draft Statement of Intent 2019/2024 and Collection Policy (R9963) and its***

attachments (A2147846, A2147853, A2104552, A2158832 and A2084139).

Courtney/Dahlberg

Carried

Recommendation to Council GOV/2019/026

That the Council

- 1. Agrees that The Bishop Suter Trust Statement of Intent 2019/2024 (A2147853) meets Council's expectations and is approved as the final Statement of Intent for 2019/20; and***
- 2. Approves the Bishop Suter Trust Collection Policy (A2084139) subject to minor amendments.***

Courtney/Dahlberg

Carried

9. Nelson Regional Development Agency - Half-Yearly Report (1 July 2018 - 30 December 2018) (item 7 on the agenda)

Document number R9943, agenda pages 19 - 30 refer.

Chief Executive, Mark Rawson, and previous Chairperson, John Palmer; joined the meeting, and tabled an Economic Summary Report (A2182043). Manager Strategy, Mark Tregurtha, presented the report.

Mr Rawson and Mr Palmer answered questions regarding Provincial Growth Funding for the region, the Top of the South Sustainable Economic Growth Strategy project (Te Tau Ihu 2077), resourcing challenges faced by Nelson Regional Development Agency (NRDA), and the levels of Council and private sector funding for the NRDA.

Attendance: Councillor Noonan left the meeting at 2.14p.m.

Mr Rawson and Mr Palmer answered further questions regarding the attraction of talent and higher-value industries and jobs to the region, and the issues relating to Tasman District Council's current funding levels for the NRDA.

Attendance: Councillor Rutledge left the meeting from 2.18p.m. to 2.20p.m, and Councillor Noonan returned to the meeting at 2.22p.m.

Along with Mr Rawson and Mr Palmer, Mr Tregurtha answered questions regarding the development of relationships and partnerships with iwi, short-term and long-term focuses of the Statement of Intent, and funding levels for the NRDA in future years.

The Chairperson noted this would be the last committee meeting attended by Mr Palmer, and acknowledged his work for the NRDA.

Resolved GOV/2019/027

That the Governance Committee

- 1. Receives the report Nelson Regional Development Agency - Half-Yearly Report (1 July 2018 - 30 December 2018) (R9943) and its attachments (A2153228, A2163316).***

Dahlberg/Peters

Carried

Attachments

- 1 A2182043 - Nelson Regional Development Agency - Tabled document

10. Events Fund Six-Monthly Report

This item was withdrawn from the agenda.

11. Nelmac Limited Half yearly report to 31 December 2018

Document number R10045, agenda pages 96 - 104 refer.

Chairperson, Rob Gunn, and Chief Executive, Jane Sheard, joined the meeting, and Group Manager Corporate Services, Nikki Harrison, presented the report.

Mr Gunn and Ms Sheard answered questions regarding Nelmac's profit expectations, factors affecting the half-yearly results, opportunities for alternative delivery models, and the relationship between Council and Nelmac.

Recommendation GOV/2019/028

That the Governance Committee

- 1. Receives the report Nelmac Limited Half yearly report to 31 December 2018 (R10045) and its attachment (A2147834).***

Skinner/Courtney

Carried

12. Exclusion of the Public

It was noted that Rob Gunn and Jane Sheard would be in attendance for Items 3 and 4 of the Public Excluded agenda to answer questions and, accordingly, the following resolution was required to be passed:

Resolved GOV/2019/029

That the Governance Committee

1. ***Confirms, in accordance with sections 48(5) and 48(6) of the Local Government Official Information and Meetings Act 1987, that Rob Gunn and Jane Sheard, as representatives of Nelmac Limited, remain after the public has been excluded, for Items 3 and 4 of the Public Excluded agenda (Nelmac Limited Draft Statement of Intent 2019/20 and Nelmac Six Monthly Strategic Presentation), as they have knowledge relating to Nelmac Limited that will assist the meeting.***

Dahlberg/Rutledge

Carried

Resolved GOV/2019/030

That the Governance Committee

1. ***Excludes the public from the following parts of the proceedings of this meeting.***
2. ***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Dahlberg/Rutledge

Carried

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
3	Nelmac Limited draft Statement of Intent 2019/20	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including

			commercial and industrial negotiations)
4	Nelmac six monthly strategic presentation	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities

The meeting went into public excluded session at 2.53p.m and resumed in public session at 3.28p.m.

13. Revised International Relationships Policy

Document number R10062, agenda pages 105 - 125 refer.

Manager Governance and Support Services, Mary Birch, presented the report. She highlighted changes made to the International Relationships Policy since it was previously presented to the Committee.

Attendance: Councillor Noonan left the meeting from 3.49p.m. to 3.51p.m.

Ms Birch answered questions regarding whether there had been engagement with iwi through the policy development process, the Business and Economic Adviser position on the Sister City Co-ordinating Group, and organisations included in the stakeholder list for international events. In response to further questions, Ms Birch suggested minor changes to wording in clauses 17.1, Appendix Two and Appendix Five.

Attendance: Councillor Rutledge left the meeting at 4.05p.m.

Recommendation GOV/2019/031

That the Governance Committee

1. Receives the report Revised International Relationships Policy (R10062) and its attachment (A2076807).

Dahlberg/Courtney

Carried

Recommendation to Council GOV/2019/032

That the Council

- 1. Adopts the International Relationships Policy (A2076807), as a draft to be consulted on with iwi;**
- 2. Authorises Her Worship the Mayor and the Chair of the Governance Committee to approve alterations raised through this process.**

Dahlberg/Courtney

Carried

14. Council submissions on: Review of local government funding and financing; Aotearoa New Zealand Tourism Strategy; Changes to temporary work visas and regional workforce planning

Document number R10084, agenda pages 126 - 226 refer.

Manager Strategy, Mark Tregurtha, presented the report. He answered questions regarding the submissions, and confirmed that it was possible to provide additional comments for submissions had already been submitted.

It was suggested that the Housing Accords and Special Housing Areas Act responsibilities be added to the list in Question 6 of the Submission on the Productivity Commission's Review of Local Government Funding and Financing; and the reference to "biannual or quarterly" under the heading 'Scope for further improvements to regionalised skill shortage lists' in the Submission on the Consultation Paper on Employer-Assisted Work Visas and Regional Workforce Planning be updated to "biannual or 4-yearly".

Recommendation GOV/2019/033

That the Governance Committee

- 1. Receives the report Council submissions on: Review of local government funding and financing; Aotearoa New Zealand Tourism Strategy; Changes to temporary work visas and regional workforce planning (R10084) and its attachments (A2162487, A2138541, A2162696, A2162486, A2132517, A2169540 and A2155177); and**
- 2. Approves retrospectively the attached Nelson City Council submission on the review of local government funding and financing (A2138541), amended as necessary; and**

3. ***Approves retrospectively the attached Nelson City Council submission on the Aotearoa New Zealand Tourism Strategy (A2132517); and***
4. ***Approves retrospectively the attached Nelson City Council submission on changes to temporary work visas and regional workforce planning (A2145823).***

Courtney/Dahlberg

Carried

15. Update on Communications and Engagement Strategy

Document number R10115, late items agenda pages 2 - 10 refer.

Manager Communications, Paul Shattock, presented the report. He advised that Appendix 1 and 2 to the report appeared in the incorrect order.

Mr Shattock answered questions regarding Council expenditure on different communications mediums, factors affecting the website hosting fee, the difficulties of evaluating the staff cost component in relation to each communication medium, use of print media by other local authorities around New Zealand, and the growth in social media use.

Resolved GOV/2019/034

That the Governance Committee

1. ***Receives the report Update on Communications and Engagement Strategy (R10115) and its attachment (A2172259).***

Murray/Dahlberg

Carried

16. Exclusion of the Public

Resolved GOV/2019/035

That the Governance Committee

1. ***Excludes the public from the following parts of the proceedings of this meeting.***
2. ***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official***

Information and Meetings Act 1987 for the passing of this resolution are as follows:

Skinner/Dahlberg

Carried

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Governance Committee Meeting - Public Excluded Minutes - 7 March 2019	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)
5	Update on Strategic Property Matters	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)

The meeting went into public excluded session at 4.39p.m. and resumed in public session at 5.01p.m.

There being no further business the meeting ended at 5.01p.m.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

Uniquely Nelson Memorandum of Understanding 2019/2020

1. Purpose of Report

- 1.1 To confirm expectations to be included in the Memorandum of Understanding (MOU) with Uniquely Nelson (UN) for 2019/2020.
- 1.2 To note the content of the Memorandum of Understanding with Uniquely Nelson for 2019/2020.

2. Recommendation

That the Governance Committee

- 1. Receives the report Uniquely Nelson Memorandum of Understanding 2019/2020 (R10166) and its attachments (A2181631, A2182035 and A2182036).***

Recommendation to Council

That the Council

- 1. Approves the Uniquely Nelson Memorandum of Understanding 2019/2020 (A2181631).***

2. Background and Discussion

- 2.1 Uniquely Nelson is not a Council Controlled Organisation. It is an independent grouping of central city businesses that exists to assist them to act collectively for the benefit of all.
- 2.2 In the 2018/2019 year the funding is \$145,747 plus GST. Funding of \$193,516 plus GST is proposed in the Annual Plan for Uniquely Nelson for the 2019/2020 year. This consists of \$148,516 (2018/2019's funding adjusted for inflation) and an additional \$45,000 which is sought by UN to fund a promotional assistant position to assist the delivery of the organisation's functions particularly marketing.

Item 7: Uniquely Nelson Memorandum of Understanding 2019/2020

- 2.3 Council in part manages its relationship with UN through an MOU (Attachment 1), which is updated on a three yearly basis. In addition to the MOU, UN provides Council with a business plan detailing its work programme for the year. That has been attached for information (Attachment 2). Attachment 3 is a paper from UN setting the scene for the focus for 2020 and beyond.
- 2.4 The MOU is proposed to be altered this year even though it has not been three years since the last change. Last year the MOU was altered to reflect Council's objectives around the city centre to deliver on its Smart Little City vision. The changes to the MOU this year are minor and are highlighted. The main change notes consideration will be given to progressing a contract model for delivery of services.

Author: Clare Barton, Group Manager Environmental Management

Attachments

- Attachment 1: A2181631 - Uniquely Nelson Memorandum of Understanding 2019-2020 [↓](#)
- Attachment 2: A2182035 - Uniquely Nelson - Business Plan 2019-2020 - Mar2019 [↓](#)
- Attachment 3: A2182036 - Uniquely Nelson Next Phase - Apr19 [↓](#)

Memorandum of Understanding between Uniquely Nelson and Nelson City Council

Nelson City Council agrees to fund Uniquely Nelson at a base level of \$145,747 (excluding GST) for the 2019/20 financial year (July 2019–June 2020). During that time either party may present an option for the provision of additional services and/or funding on a project by project basis. **Consideration will be given this year to progressing a more detailed contract for service delivery model.**

Uniquely Nelson will work with Nelson city businesses and key stakeholders to create added value and excellent service delivery that builds on Nelson's history, arts, and natural environment with the primary focus on the Nelson city centre.

Uniquely Nelson will:

1. Promote the city centre to potential and current customers through:
 - actively seeking new retail opportunities for the city centre;
 - added value initiatives;
 - physical enhancement of the city centre;
 - excellent service delivery;
 - strategic marketing through both traditional and emerging communications channels, in particular through on-line marketing;
 - leveraging opportunities to increase people presence in the city centre, **particularly during the winter period**;
 - implementing a living marketing strategy for the Nelson City Experience.
- 2. Assist, promote and support NCC with the initiative of Nelson Smart Little City.**
3. Leverage opportunities to market and promote the city centre from events, both programmed and unprogrammed.
4. Engage with retailers and other stakeholders and take action to achieve greater vibrancy in the city centre.
5. Work alongside the Nelson Regional Development Agency to promote the Nelson city centre in a manner consistent with the regional identity project.
6. Act as the communication conduit between Nelson businesses, Council and other stakeholders on issues impacting business in the city centre.
7. Refer Nelson city businesses to appropriate networking, support and advice agencies.
8. Gain continued commitment and participation from businesses towards a positive profile of the city centre.
9. Promote and demonstrate a commitment to sustainability initiatives.
10. Demonstrate high standards of governance and operational best practice.
11. Continue to build and enhance relationships to ensure value for money, including strategic partnership with Nelson City Council and other key stakeholders.
12. Develop other opportunities as agreed that support the enhancement of the city centre.
13. Acknowledge Nelson City Council's support for Uniquely Nelson in all publicity material and advertising.

A2181631

14. Provide Council with an annual business plan each February for the following financial year showing core services and any additional opportunities for Council to consider.
15. Provide Council with an annual report on Uniquely Nelson's activities, including a summary of performance against the objectives of the business plan.

Payment will be quarterly in advance.

Signed for and on behalf of:
NELSON CITY COUNCIL

Signed for and on behalf of:
UNIQUELY NELSON

Chief Executive _____

Date:

Date:



2019/2020

BUSINESS PLAN

A2182035

VISION & MISSION STATEMENT

“ NELSON CITY, THE BEST SMART LITTLE CITY TO LIVE, WORK AND PLAY IN THE SOUTH PACIFIC. ”



Our Mission is to:

1. Implement a living marketing strategy for the 'Nelson City Experience' that clearly communicates and supports the vision statement.
2. Ongoing development of promotions and activities around the unique offerings of Nelson City, thereby supporting the vision statement and encouraging visitation.
3. Strategically partner with Nelson City Council and other key city stakeholders to create unique promotions that represent excellent value.
4. Build and implement an ongoing programme of stakeholder engagement that enables the vision to be effectively communicated and shared. We want to 'win the hearts and minds' of the people who influence the city's cultural, social and business vitality.

INTRODUCTION

This business plan outlines our strategic direction for the next 12 months and sets a firm direction for the next three years. We believe the branding of Nelson City needs to be clearly defined and communicated through consistent and targeted marketing initiatives that bring together a number of Nelson stakeholders.

Uniquely Nelson's primary purpose is to support and enhance new and existing third-party events and promotions, rather than developing our own stand-alone events programme. We believe that this enables and supports cohesion across City agencies.

Although, where Uniquely Nelson sees a gap and a need to promote Nelson City activity events or promotional opportunities, we will do what we can to fill that void, providing proper resource is available.

As well as conducting marketing initiatives that support economic activity, our role is to encourage visitation for the 'Nelson City Experience' – the atmosphere, social cohesion and cultural identity. Nelson City is much more than a retail centre. We are blessed with an abundance of arts and cultural offerings, festivals and events and a vibrant café, bar and dining scene.

Uniquely Nelson continues to engage with stakeholders, improve communication, and seek new ways

to support central city business. We have established some signature events and promotions in the quieter months, culminating in Feast for the Senses. We link with other promotions and events where possible to encompass food and wine, arts, music and retail offers.

In 2019/2020 we will continue to work closely with the Nelson Regional Development Agency and other key organisations and agencies to improve efficiencies, synergies and outcomes.

2019/2020

BUSINESS PLAN AT-A-GLANCE

PRIORITY ONE

Build Strategic Marketing Partnerships

- Work with visionaries and key partners to implement promotions that drive city visitation
- Greater synergies between Uniquely Nelson's promotions and other city activities
- Explore even greater synergies with Nelson Tasman Tourism/Economic Development combined body
- Position Nelson City as the heart of the region's arts, culture and heritage
- Build on Nelson's reputation as a creative hub for digital technology
- Encourage customer service initiatives
- Encourage industry-specific opportunities for cross-promotion
- Identify and implement revenue generating opportunities to fund more activities for city stakeholders

PRIORITY TWO

Branding and Marketing Communications

- Deliver strong and consistent branding and communications around the unique offerings of Nelson City
- Business to business communications
- Leverage traditional media channels and develop new ones
- Leverage wireless platform/technology
- Nelson City Guide 2018 - 19 / Uniquely Nelson website, www.uniquelynelson.co.nz
- Multi-channel marketing opportunities with a focus on online

A2182035

UNIQUELY NELSON BUSINESS PLAN

4

2019/2020

BUSINESS PLAN AT-A-GLANCE

PRIORITY THREE City Development

- Act as a communications conduit between Nelson city businesses, Nelson City Council and other stakeholders on issues impacting business in the city – therefore being a key partner in planning with a strong CBD focus

PRIORITY FOUR Operational Excellence

- Demonstrate high standards of governance and operational best practice



A2182035

UNIQUELY NELSON BUSINESS PLAN

5

KEY ACHIEVEMENTS

The Uniquely Nelson Board is pleased to report that over the last twelve months, Uniquely Nelson has seen growth in event management, increase in consumer engagement via online platforms, and stakeholder engagement with retail and landlord forums. A considerable amount of effort has gone in to promoting Nelson city with our three online platforms, Nelson Advantage newsletter, Uniquely Nelson virtual reality website and Facebook. These three platforms have allowed us to market more events and increase awareness, which has allowed Uniquely Nelson to strengthen its performance in many key areas.



UNIQUELY NELSON CAMPAIGNS AND PARTNERING WITH MAJOR EVENTS

TRAFALGAR STREET MARKET DAY / BUSKERS FESTIVAL

This event continues to be one of Nelson City's summer highlights and is enjoyed by Nelson residents and tourists alike as well as an opportunity for local businesses to come out on to the street for the day. This year Uniquely Nelson included the Saturday Market as well as the Buskers Festival in all its marketing and promotional activity.



NELSON ADVANTAGE - YOUR NELSON CITY NEWSLETTER

A forward thinking means of marketing the city retailers, restaurants and other businesses, that has completely changed the way we communicate with our consumers and our stakeholders. The live website has taken the promotion and Nelson City experience to a different level. The newsletter is a live website with a variety of interests that covers all ages. The online newsletter with local city retail business stories, retail special/sale offers, video placement, recipes, weather feeds and much more.

All featured retailers on the newsletter feed straight to our Uniquely Nelson website. Each month we feature or highlight key stakeholders such as NCC, Nelson Chamber of Commerce, NRDA and other NCC stakeholders.



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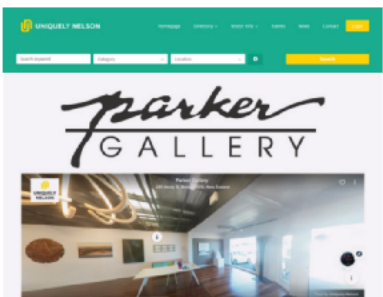
UNIQUELY NELSON BUSINESS PLAN

7

UNIQUELY NELSON CAMPAIGNS AND PARTNERING WITH MAJOR EVENTS

UNIQUELY NELSON VIRTUAL REALITY WEBSITE

This initiative has been amazingly successful with over half the restaurants and retailers in Nelson City listed with VR on the Uniquely Nelson website. The new site has been enhanced with the ability to now walk through the different restaurants and shops using the virtual reality. We are the still the first city in New Zealand to embrace this retail initiative. Over the last 12 months, Nelson City has had over 700,000 views on Google maps alone.



SHOP & WIN \$5,000 SHOPPING SPREE

In conjunction with Nelson Weekly, we run a retail promotion over six weeks during the shoulder periods of the year. We will grow the consumer database from 8,000 to over 40,000 to increase our reach of clients in Nelson/Tasman. The data is collected by tablet within each participating store and the \$5,000 must be spent within those stores.

NELSON CITY STREET HOP CLASSIC CARS

Uniquely Nelson held Nelson City's first Street Hop late October 2019. Retail shops that are normally closed on that Sunday actually opened up to be part of the event which included two rock

and roll bands on the street, 1950/60's dance groups and roller skate clubs. This event proved to be a real family day out with over 5,000 people attending throughout the day.



UNIQUELY NELSON CAMPAIGNS AND PARTNERING WITH MAJOR EVENTS

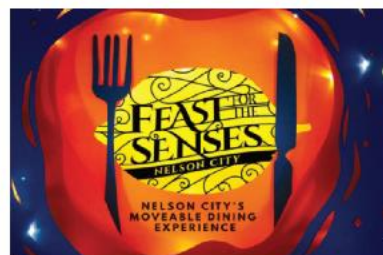


CONSUMER ENGAGEMENT AND COMPETITIONS

Uniquely Nelson has run over 14 giveaway competitions over the last 12 months either on Facebook or using virtual reality via our Uniquely Nelson website. We used the virtual reality to promote and highlight the retail experience in Nelson City for the first time via a competition called Where's Whomper and Where's Mamma. These competitions have allowed us to grow our consumer database so we have more people to promote the unique shopping experience and the benefits of doing business in the City Centre.

FEAST FOR THE SENSES

This has become a calendar event for many Nelson locals with over 1,500 people attending over four years, and it continues to grow. This in combination with Light Nelson saw large number of people coming into the city over a six week period during July/August.



UNIQUELY NELSON CAMPAIGNS AND PARTNERING WITH MAJOR EVENTS

JAZZ & BLUES FESTIVAL

Uniquely Nelson supported this event by providing mailouts to over 6,500 consumers on our Uniquely Nelson database. We had a two-week lead up to the event with Facebook content and promotion, as well as special positioning on our Uniquely Nelson website.

ALL BLACKS AND BAY DREAMS IN NELSON FOR THE FIRST TIME

Uniquely Nelson assisted NCC and NRDA with the planning/promotion of these events which proved very successful for the greater Nelson Tasman region.

CRUISE SHIPS AND CONFERENCES

The Cruise arrivals of the 2018/19 season has increased over previous years with nine vessels visiting Nelson. Working with NRDA Uniquely Nelson has formed a very strong and productive working relationship. There has been a lot of work around the cruise market with meetings with Port Nelson and our Uniquely Nelson stakeholders being more informed as to boat arrivals and passenger numbers. The same applies for the conference market, this continues to grow with great benefits for hospitality and retail.

THE NELSON CITY GUIDE 2018/19

Produced in partnership with Downing Design, the Nelson City Guide achieved an increase in advertising support. Downing Design undertook the selling, design, production and distribution of the guide and Uniquely Nelson conducted the marketing campaign. 40,000 copies were produced. The guide is widely distributed throughout the region and to various i-SITEs and information centres around the country.



UNIQUELY NELSON CAMPAIGNS AND PARTNERING WITH MAJOR EVENTS

NELSON CITY CHRISTMAS 2018

Uniquely Nelson built a special Santa Grotto in an empty retail shop on Bridge St. We placed carol singers on the streets of Nelson over the lead up to Christmas and ran Christmas competitions promoting the retailers.



MARCHFEST

This event has now grown and includes Nelson Beer Week, including many of the city restaurants and bars. Uniquely Nelson advertised and promoted this event via our website, Facebook and consumer newsletters plus run an online ticket giveaway.

STAKEHOLDER ENGAGEMENT

In 2018/19 Uniquely Nelson and NCC held several retailer and landlord forums seeking engagement and ideas as to the direction of the city looking towards the future. We will continue this to ensure key stakeholders have an objective communication channel to share ideas and opportunities.

ALFRESCO ON TRAFALGAR

The second pedestrianisation trial of Upper Trafalgar Street has once again proved very positive with the public, as well as the stakeholders within the area.



HOW WE WILL ACHIEVE OUR OBJECTIVES

Build Strategic Marketing Partnerships

- Work with inner city visionaries and key partners to develop and implement marketing promotions and locations that drive visitation
- Explore greater synergies with Nelson Regional Development Agency
- Encourage customer service initiatives

Branding and Marketing Communications

- Deliver strong and consistent branding and communications around the unique offerings of Nelson city
- Business to business communications.
- Leveraging traditional media channels

- Production of Nelson City Guide
- Position the Uniquely Nelson website as THE definitive online guide to Nelson city
- Continue to develop The Nelson Advantage - Your Nelson City Newsletter
- Explore and develop multi-channel marketing communications with a focus on on-line opportunities

City Development

- Act as the communications conduit between Nelson city businesses, Council and other stakeholders on issues impacting business
- Be a key facilitator at the table for CBD development planning

MARKETING CALENDAR 2019/2020

UNIQUELY NELSON

July/August	Feast for the Senses moveable feast
October	Nelson City Guide release
November	Nelson City Street Hop
December	Christmas campaign
February	Trafalgar Street Market Day
March/April	Great Nelson City Easter Bunny Hunt
May	Mother's Day marketing
June	Winter campaign
June	Nelson City Retail Shop & Win

BROADER CITY

This promotions calendar is a mix of existing and new festivals, events and visitor opportunities where Uniquely Nelson is adding value and conducting parallel marketing activities.

December	Summer in Nelson events
December	Scheduled cruise ships
January	Summer in Nelson events
January	Nelson Jazz & Blues Festival
January	Scheduled cruise ships
January	International Cricket
February	Busker Festival
March	Marchfest and Nelson Beer Week
June	Founders Annual Book Fair
October	Nelson Arts Festival & Masked Parade
November	Cider Festival

OPERATING FRAMEWORK

I. GOVERNANCE AND STAFFING

As an Incorporated Society, Uniquely Nelson has a Board of seven members, representing businesses, owner/operators, managers and stakeholders of the Nelson CBD. Current Board members are listed to the right.

Board meetings are bi-monthly with a Manager's Report and Financial Reports tabled and Minutes and Matters Arising formally recorded. In addition, the Board meets twice annually for formal planning sessions. These are usually held in February and again mid-year.

The Board has two-year terms for its members, with election of Officers at the Annual General Meeting in October. Current members whose two-year term has expired are eligible to be re-elected. The board operates a rotational policy in regard to office-bearer positions, being the Chairman and the Vice-Chairman.

The Board employs one full-time Manager whose primary role is to undertake activities to promote Nelson city and to work with key stakeholders to enhance the city.



OPERATING FRAMEWORK

II. ACCOUNTABILITY

An Annual General Meeting is held in October each year where the Annual Report and Accounts are reported to Uniquely Nelson's key stakeholder Nelson City Council. Annual Accounts are prepared by Strawbridge & Associates Chartered Accountants.

Monthly financial position and performance statements are presented to the Board for each meeting. The Board prepares a detailed budget each year in line with the business plan.

Uniquely Nelson formally reports to Council on a six and twelve-month basis and provides project-specific reports

as required to the Executive Manager, Support Services, Nelson City Council. The Chair and the Manager also meet regularly with The Mayor, and NCC Group Manager Community Services.

SPONSORS AND SUPPORTERS

FINDEX

(Formerly Crowe Horwath)



NELSON AIRPORT
Good things start here.



Nelson City Council
te kaunihera o whakatū



STRAWBRIDGE
Chartered Accountants

Downing

**NELSON
REGIONAL
DEVELOPMENT
AGENCY**

**nelson
tasman.nz**



**Nelson Provincial
MUSEUM**
Papatū Teanga a Te Tai Ao



**THE Brook Waimarama
Sanctuary**
NELSON NEW ZEALAND

**NZ CHAMBERS OF COMMERCE
NELSON TASMAN**
Business Vitality

Nelson
Weekly

**MORRISON
SQUARE**

BUDGET 2018–19

PROFIT & LOSS FORECAST FOR THE YEAR ENDING 30 JUNE 2019

Income	18/19 Budget
Income – Market Day	\$5,451
Income – Nelson City Guide	\$2,740
Income – Other	\$3,700
Income – Website	\$14,520
Income – Feast for the Senses	\$27,000
NCC Promotion Funding	\$148,019
Sponsorship	\$10,000
TOTAL INCOME	\$211,430

Promotions & advertising	18/19 Budget
Advertising – radio – fixed contract	\$8,400
Events and promotions	\$46,136
Online and social media	\$16,565
TOTAL PROMOTIONS & ADVERTISING	\$54,101

Operating expenses	
Administration and operating expenses	\$35,065
Wages and salaries	\$102,042
TOTAL OPERATING EXPENSES	\$137,107

Other costs	
Depreciation	\$3,444
TOTAL OTHER COSTS	\$3,444
TOTAL EXPENSES	\$194,652
NET SURPLUS	\$4,778

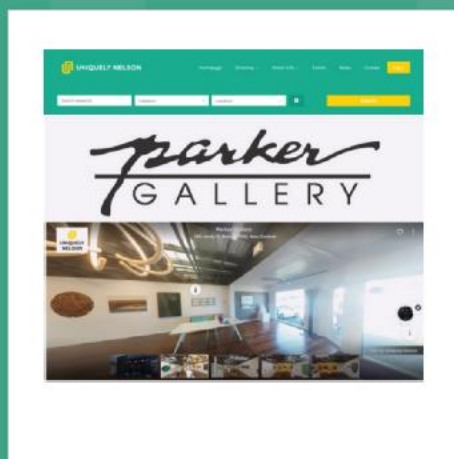


OVERVIEW

There has been a considerable amount of review and overall strategy adjustment over the last 12 months for Uniquely Nelson.

This has involved strengthening the brand and to a certain extent, repositioning and reinforcement of Uniquely Nelson with our retail stakeholders.

There has been continuous marketing activity both above and below the line throughout 2018-19 with consumers experiencing what Nelson City has to offer. We are now at a stage to take this activity to the next level and increase the experiential offer and to highlight what Nelson City truly has for visitors to the CBD.



WORK OF THE LAST 12 MONTHS

- Launch of the new UN website enhanced with Virtual Reality, with over 700,000 VR views and 500,000 website visits over the last 12 months
- Uniquely Nelson Facebook community now has over 4,000 followers.
- Spring Retail "Shop & Win" promotion partnering with Nelson Weekly, 50,000 entries.
- Annual Feast for the Senses (FFTS) which has grown with over 1,500 people attending in three years.
- Now incorporating FFTS into conferences coming to Nelson.
- New event initiative "The Nelson City Street Hop" with 5,000 people attending.
- Assisting with the development of New Street indoor market concept.
- Weekly engagement with NRDA with regional positioning and events.
- Committee roles within NMIT with their Departments of Business/Retail/Tourism.
- Promotional support for city events: Marchfest, Fringe Festival, Cider Fest, Nelson Arts Festival.
- Stakeholder engagement with: Nelson Museum, Theatre Royal, Founders Park, Brook Sanctuary, Nelson Centre of Musical Arts, Nelson Regional Development Agency, Nelson Chamber of Commerce.
- Improved communications with stakeholder's database with new on-line magazine style newsletter. Latest news, events and activities. Customer database of over 8000 and 600 stakeholders.
- Annual Shop & Win retail initiative improved by collecting the entries electronically. This will increase our consumer database from 8,000 to approx 45,000 in May 2019.

A2182036

UNIQUELY NELSON NEXT PHASE

3

ADDITIONAL FUNDING REQUIRED TO BETTER RESOURCE AND SUPPORT THESE OPPORTUNITIES:

PROMOTIONAL ASSISTANT: \$45,000 PLUS GST

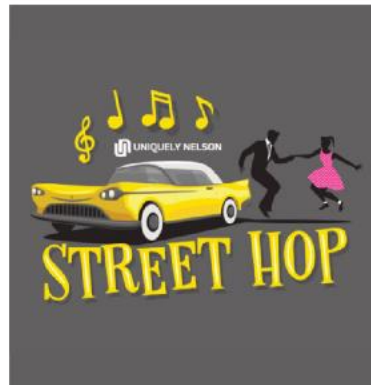
OUTCOMES:

- Continue to grow our online stakeholder listings on our website.
- The ability to further market shoulder events such as Feast for the Senses into the inbound conference market.
- Allow more time for the Manager to work alongside stakeholders such as NCC, NRDA & NTCC on city planning for the future and joint initiatives.
- Allow more time for the Manager to facilitate feedback and education forums with retailers and building owners.
- Allow more time to develop key sponsorship relationships to increase revenue support for Uniquely Nelson.
- Allow the Manager of Uniquely Nelson to develop other CBD initiatives such as Mid-Winter Festival, Saturday Night Movies in Buxton Carpark and Nelson Street Hop and Retail Christmas initiatives to encourage shoppers into the CBD.

CONCLUSION

We need to be in a position to further engage our stakeholders and even more importantly, to provide activities and a platform to encourage customers to come into the Nelson CBD.

The Uniquely Nelson strategy has always been to focus the concentrate of funding on the shoulder and winter periods. The additional resource funding will help Uniquely Nelson to better engage with all stakeholders and encourage our CBD retailers to embrace online marketing collectively, and in doing so, increase visitation and expenditure within Nelson city.



Sister Cities Coordinator Update

1. Recommendation

That the Governance Committee

- 1. Receives the report Sister Cities Coordinator Update (R10132).***

2. Nelson City Council Sister Cities Coordinator

- 2.1 This is a voluntary position within Council responsible now to the Manager Governance and Support Services (Mary Birch), Strategy and Communications. Its purpose is to promote and strengthen Nelson City Council's Sister City relationships.
- 2.2 Some of the duties of this position are reported against as follows starting with the Sister Cities New Zealand Conference.

Sister Cities New Zealand Conference
- 2.3 Thank you for the opportunity to attend the Annual General Meeting and Conference of Sister Cities New Zealand (SCNZ) held in Palmerston North. Next year it will be in Ashburton, from 30 April to 2 May.
- 2.4 "Prosperity through Partnership" was opened by Mayor Grant Smith and Deputy Mayor Tangi Utikere, following a Mihi from several local Kamatua.
- 2.5 Attendance was approximately 150, including the main partner Toyota NZ, Missoula Montana, and Mihara City, CLAIR from Sydney, CPAFFC from China, several High Commissioners and representatives from the Embassy of Japan, Argentine Republic, and United States of America.
- 2.6 The focus of Sister Cities worldwide provides the platform and leadership for fostering inclusion and friendship, to learn more about each other as individuals and nations. Despite the significant work already done and currently happening to overcome differences there is still more that be done.
- 2.7 This report covers only a sliver of the 60 speakers listed in the conference programme. Throughout the three days the speakers and

Item 8: Sister Cities Coordinator Update

panel participants were culturally diverse, age diverse and gender diverse.

- 2.8 The first presentation was the high profile launch of the NZ Institute of Economic Research report (NZEIR) "From Sister to Global Cities", Key finding and learning's from 2003 and 2019". Laurence Kubiak, NZEIR Chief Executive presented a summary. Further detail and feedback is found on www.sistercities.org.nz SCNZ website and the entire NZIER Economic Report is now available on their website: <https://nzier.org.nz/publication/from-sister-to-global-cities>.
- 2.9 In 2003 NZEIR were commissioned to investigate the economic benefits of relationships and potential for supporting regional economic development. The new report sixteen years later follows up with original interviewees. The 2003 recommendation still stand and the summary presents the 2003 guidelines for Councils and the 2019 findings, as well as the 2019 positives and Bottlenecks to Progress.
- 2.10 A note of warning, councils need to sit back from in depth involvement with business relationships. Business should not need council investment or financial support. Cultural relationships should not be undervalued as personal relationships can develop and enhance cross- cultural understanding. Exchange of skills and knowledge is just as important, for example climate change emergency management and education.
- 2.11 Dividends do not need to be economic but can be measured by knowledge gained in the interest of the broader community. Strategic planning and thinking "what dividend are we looking for and how will it be demonstrated". The time frame could be decades. 30 years is a short time for hard infrastructure so soft should not be different. Economic development and tourism agencies would benefit from collaboration with, and connecting with SCNZ.

2019 China New Zealand Year of Tourism

- 2.12 The 2019 China NZ year of Tourism offers many opportunities for Sister Cities. Millions of tourists left China (149) in 2018. This is new ground to develop with our sister cities. Tourists understand New Zealand is small, they want local lifestyle. Income from tourists from China is \$3500 is per head, Australia is \$1600.

New Memorandum of Understanding Signing

- 2.13 The Palmerston North Mayor and Mayor Yoshinori Tenma from Mihara City, Hiroshima Prefecture took the opportunity to formally sign the sister city agreements and spoke about the importance of this new partnership. This was followed by presentations from members of the 16 strong delegation from Missoula, Montana.
- 2.14 The welcome reception held at the NZ Rugby Museum followed. The Ambassador of Japan His Excellency Mr. Hiroyasu Kobayashi encouraged everyone to visit Japan especially for the Rugby World Cup and also in

Item 8: Sister Cities Coordinator Update

the years following for the World Masters Games and the Olympic Games.

Reporting and Communicating the Benefits of City International Relations

- 2.15 Saturday workshops followed presentations on Reporting and Communicating the Benefits of City International Relations. The speaker on "Emergency Management Exchanges", Stewart Davies, Head of Palmerston North Emergency Management, explained how useful he found his time in Mihara, Japan. The intent of the exchange was to study and share best practice in emergency management. Advice was given to residents such as, filling sandbags and emergency meal preparation, increasing awareness of hearing and sight impaired and those who are differently able, and developing closer interagency working arrangements in the wider community.

Environmental Cooperation and Knowledge Exchange

- 2.16 Amy Hughes, General Manager Wellington Zoo, told us about the tripartite agreement between Wellington, Canberra and Singapore Zoo in the international environmental and knowledge exchange session. The three zoos have staff exchanges and training, with a focus on high level planning, environmental impacts and capability, for example, using recycled water for cleaning and toilet use. The zoo won an environmental Sustainability Award - a world first. While this is not transferrable for Nelson it is a strong example of environmental connectivity.
- 2.17 Another environmental speaker spoke about the use of goldfish to monitor waste water – could be worth exploration at Nelson's sewerage pond?

Improving Intercultural Communication through Collaboration

- 2.18 The keynote speaker for Saturday was Dr Udo Fluck from Missoula City and University of Montana who told of his experiences in Improving Intercultural Communication through Collaboration. The model is Missoula focused, as the education system is different to New Zealand. He works in "Global and Cultural Affairs" part of "Arts Missoula". On line you will see the graphs of his presentation. He has infused cultural and global learning into the school curricula.
- 2.19 Festivals such as film/movie weeks/month are designed to promote different cultures as well as raising funds, like the Nelson Japan Society movies.

Youth Involvement

- 2.20 A challenge was put out for all sister city groups to have youth members within the coming year. Some points to note about strengthening youth involvement from Korero 2019 (Youth Dialogue):
- Clarify your expectations of young people;

Item 8: Sister Cities Coordinator Update

- Shoulder tap – have on-to-one conversations;
- Mentor and empower youth members – empower the individual
- Lead by example, showing young people how to volunteer – ‘service above self’;
- Talk millennium language;
- Use social media and technology;
- Informal meeting processes;
- Make involvement accessible, enjoyable, fun and different;
- Make the organization ‘sexy’, use fresh ideas;
- Mayors to empower Tuia mentee to link with Sister City groups

Conference Dinner and Award Presentations

- 2.21 The MC for the evening was the Pro-Vice Chancellor Massey University, Prof. Chris Gallivan, who is a poetry expert and connoisseur; he was able to recite a poem appropriate to every introduction. There were three speakers for the evening; Hon Iain Lees- Galloway Minister for Workplace Relations, ACC and Immigration, Sue Niblock, US embassy and Morgan Dilks, Toyota NZ.
- 2.22 We were entertained by Missoula Montana guests with indigenous native Indian dance, music and singing. This was a first time for me.

Miscellaneous Tips and Ideas

- 2.23 Ideas include:
- Name meeting rooms to honour Sister City relationships
 - Tell the stories better and continuously
 - Invite organisations from Sister Cities to visit e.g rotary to rotary
 - Refocus MOUs with local support organisations forward thinking outcomes
 - Ensure Mayor is at forefront of visits
 - Take Chamber of Commerce on visits
 - Get communications support for visits and for supply of photos
 - Learn what not to do culturally
 - Councils need to be responsive to Sister City relationships

Item 8: Sister Cities Coordinator Update

- Shelve kiwi modesty

Annual General Meeting

- 2.24 General business from the floor included further discussion about conference attendance, length, frequency, location, and travel cost for members. Location-wise, it was easier to get to Invercargill than Palmerston North. Mayoral attendance and support was questioned with ten Mayors registered and six remaining at the end. Few Chief Executives were enrolled.

Local Government Elections

- 2.25 It was suggested members could proactively promote Sister City relationships through the coming election process by asking candidates, especially mayoral, questions about views on Sister City support and relationships. It is important to keep long term agreements alive, bright, fresh and active and to avoid complacency which can lead to negative views and lethargic interest from elected members.
- 2.26 There is so much stimulation and to learn from SCNZ conferences as Linda Stewart, Chief Executive Central Economic Development Agency, said Sister City relationships are "gems (diamonds maybe) that require further refining". So, let's keep polishing our relationships.

To liaise with Nelson City Council's three Sister City Organisations

Nelson Miyazu Sister City Association

- 2.27 Neville Hadfield, representing the Nelson Miyazu Sister City Association, attended the SCNZ conference. Having another person from Nelson attend was useful and supportive.
- 2.28 The association hosted a 39 member group from Kyoto in February. During the visit an "In Friendship" concert was performed at the Nelson Centre of Musical Arts by the Kyoto Festival Choir and the Nelson Festival Choir. The programme was sung by both choirs in English and Japanese. The conductors, pianist and choirs were exceptional. It was a great experience and a credit to Lyndal and the Association for the high level organisation of this special return visit. The group visited Abel Tasman National Park, Miyazu Gardens and attended several functions while they were in Nelson. It is estimated the three day visit contributed in excess of \$23,000 to the local economy.
- 2.29 The recent Autumn Imonikai Festival, the harvest celebration, was held in the Miyazu Gardens. It was a stunning Nelson day and the reflections on the ponds were spectacular.
- 2.30 The annual hugely popular Cherry Blossom Festival is scheduled for Sunday 22 September 2019.

Item 8: Sister Cities Coordinator Update

- 2.31 A Nelson secondary school baseball team, who are in the initial stages of planning to go to Japan in 2020, have asked for guidance to include Miyazu in their schedule. The request was passed on to the office of both mayors to follow up.

New Zealand China Friendship Society, Nelson (responsible for Yang Jiang and Huangshi)

- 2.32 I attended the welcome to the eight students and two teachers visiting from Guangdong Liangyang Senior High School in March. This was a reciprocal visit following the successful Nelson students visit in 2018. The group's arrival coincided with the first rain for 2 ½ months but fortunately the weather improved quickly as many outdoor activities were included such as a Powhiri at the Marae, a Waka experience, Abel Tasman National Park and Natureland.
- 2.33 Nelson Youth Councillors participated in several activities including an overnight leadership camp at Marahau. Students from Nayland, Garin and Waimea Colleges welcomed the visitors to classes and joined many activities, ending with a picnic on the grass at Waimea College. The group travelled to Lake Rotoiti to visit the small rural school and talk with the students.
- 2.34 The farewell concert held at Nelson College for Girls, organised by the students, was an outstanding success and it appeared to me a young student with a powerful singing voice became the pinup of the evening as feet were stamped and mobile phones flicked on and off during his performance.
- 2.35 Again the organisation of this exchange was exceptional because of the personnel involved in the society.
- 2.36 Bill Findlater reported Huangshi had a new Mayor Wu Jin. He has extended an invitation for the Mayor of Nelson to visit Huangshi.
- 2.37 The proposed visit in October to Huangshi by members of the Nelson Branch of the New Zealand China Friendship Society has been discussed with Zugui Xu, Vice President of Huangshi People's Association for Friendship with Foreign Countries. They have offered to assist with the visit and asked if the group would consider homestays with Huangshi residents.

Nelson-Eureka Sister City Association (Emeritus)

- 2.38 Marilyn Gibbs from the Association has informed Council that a group from the Eureka Nelson Association have planned a visit for October. A visit to the Mayor's Office is being discussed.

General

- 2.39 The progress of the naming a laneway in Washington Valley to recognise Appo Hocton has been reported to the Group, as has finding a suitable

Item 8: Sister Cities Coordinator Update

and safe place to relocate the 25th anniversary sculpture gifted by Miyazu city.

- 2.40 My appointment as the Sister Cities Coordinator concludes in October and I am happy to be reappointed in this role. However I suggest that there are other models that could be assessed and used for Sister Cities coordination. Thank you for the opportunity

Author: Gail Collingwood, Sister City Co-ordinator

Attachments

Nil

Governance Committee Quarterly Report to 31 March 2019

1. Purpose of Report

- 1.1 To inform the Committee of the financial and non-financial results for the third quarter for the activities under its delegated authority.

2. Recommendation

That the Governance Committee

- 1. Receives the report Governance Committee Quarterly Report to 31 March 2019 (R10105) and its attachments (A2175596, A2181659 and A2181133).***

3. Background

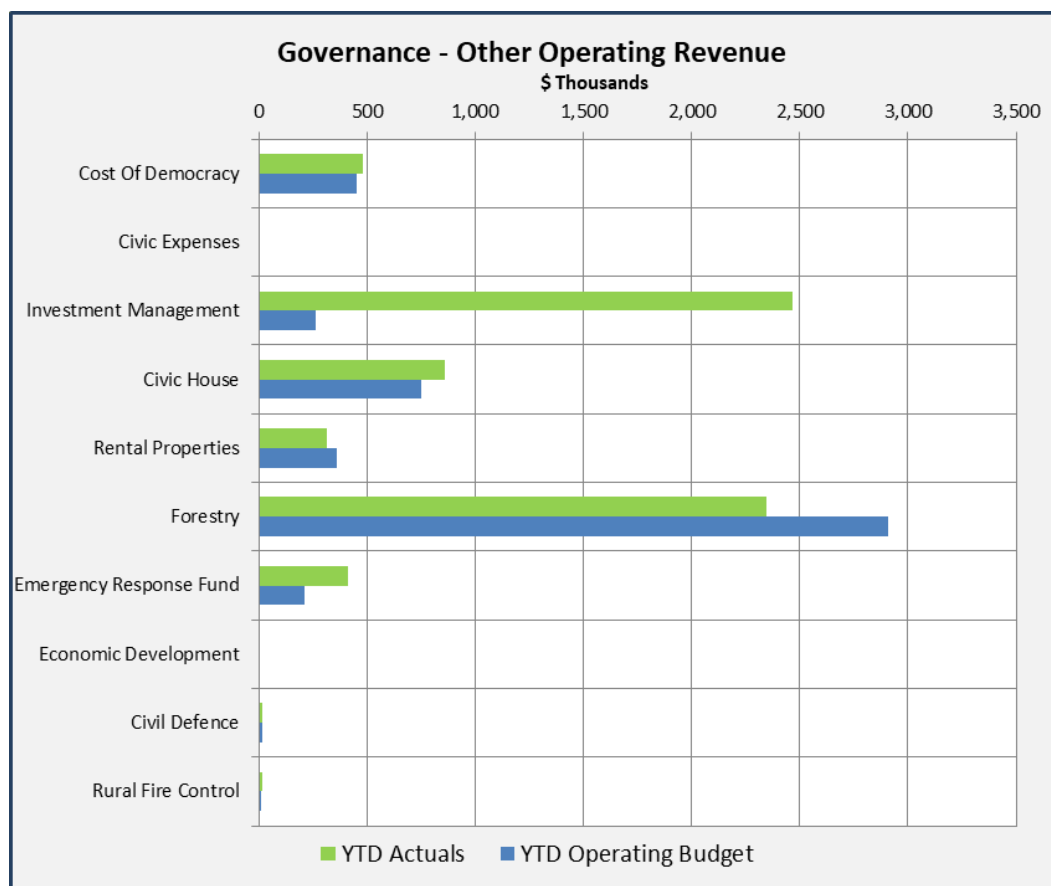
- 3.1 Quarterly reports on performance are being provided to each Committee on the performance and delivery of projects and activities within their areas of responsibility.
- 3.2 The financial reporting focuses on the year to date performance (1 July 2018 to 31 March 2019) compared with the year-to-date (YTD) approved capital and operating budgets.
- 3.3 Unless otherwise indicated, all information is against approved operating budget, which is the 2018/19 Long Term Plan budget plus any carry forwards, plus or minus any other additions or changes as approved by the Committee or Council.
- 3.4 There are four projects that fall under the Governance Committee that are included as part of the quarterly reporting. These have been selected if their budget is at least \$250,000 for 2018/19, are multi-year projects with a budget over \$1 million, or have been assessed to be of particular interest to the Committee.

4. Key developments for the three months to 31 March 2019

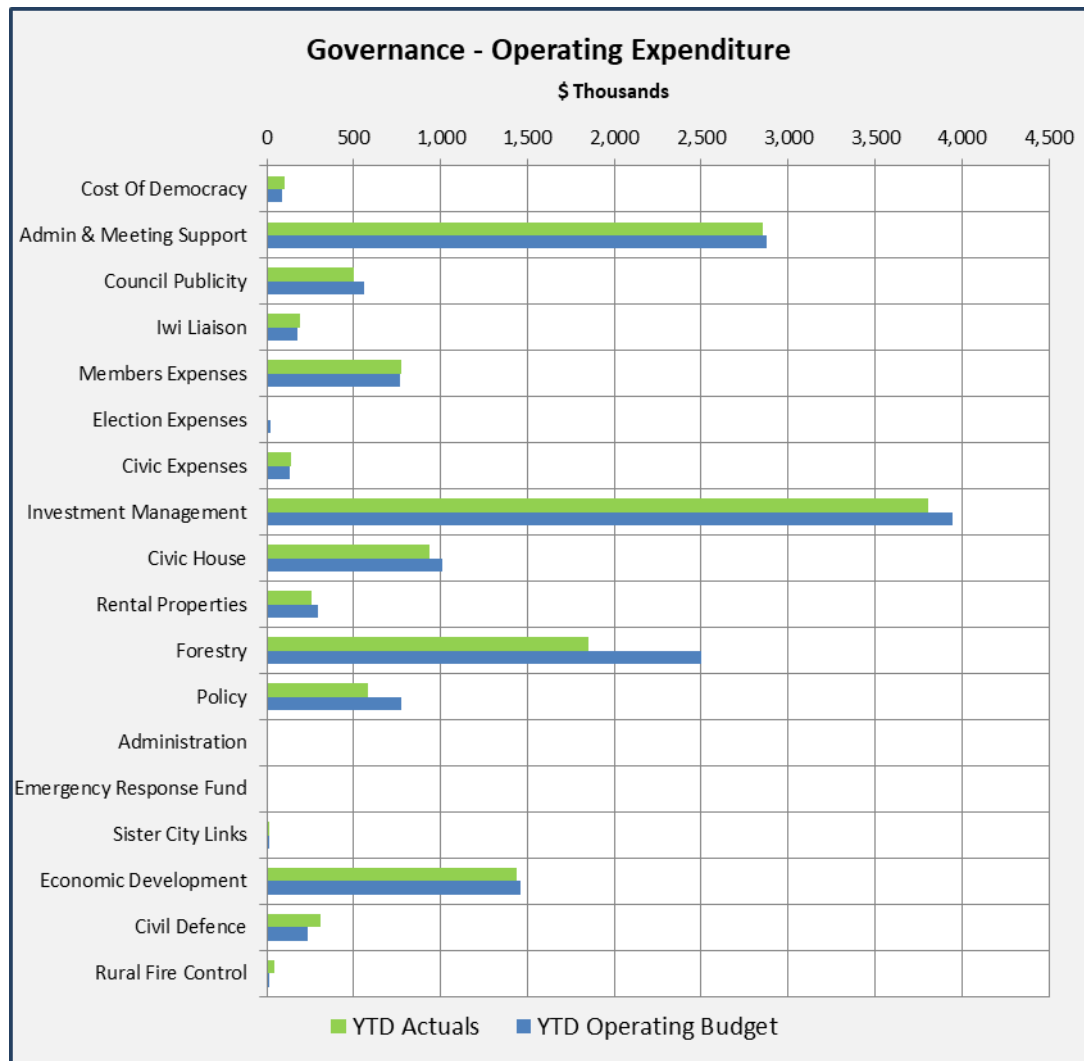
- 4.1 The Council adopted the Consultation Document for the 2019/20 Annual Plan/Community Housing on 27 March 2019 for public consultation. The Consultation Document was made available online, at Council's Customer Service Centre and at each library.
- 4.2 Council also adopted the Consultation Document on the Potential Sale of Land for Commercial Development in Wakatu Square at the same meeting.
- 4.3 The Nelson Regional Development Agency Statement of Expectation 2019/20 was confirmed by Council on 21 March 2019. A Workshop Policy was adopted by Council at the same meeting.
- 4.4 Teams supported the response to the Pigeon Valley fires, with consequential impacts on other project work. See paragraph 9.1 for an update.
- 4.5 There were 37 LGOIMA requests received between 1 January and 31 March 2019 and all were responded to within the statutory timeframes.

5. Financial Results

Other Operating Revenue (excluding rates income)



Operating Expenditure



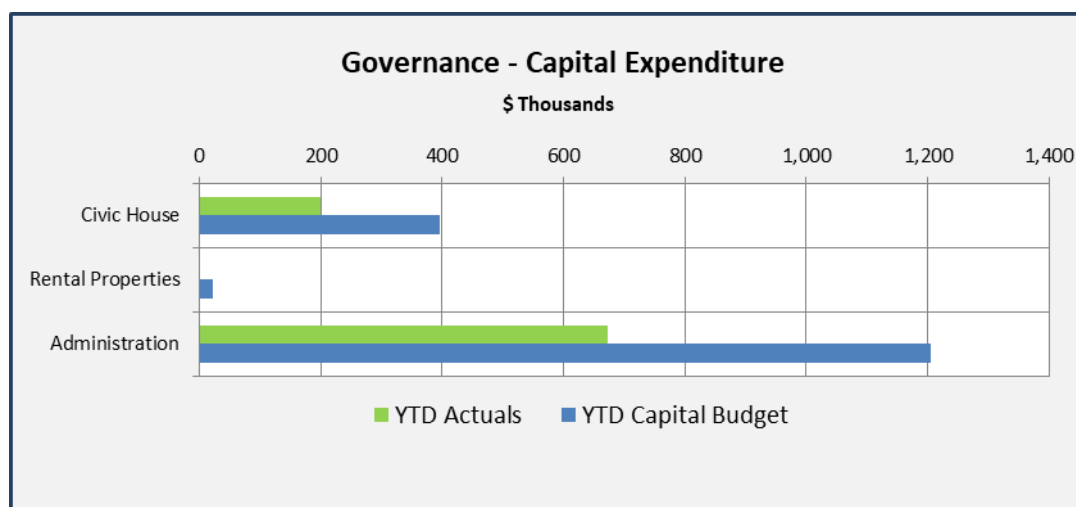
- 5.1 Council Publicity expenditure **is less than budget by \$53,000**. The LGNZ Excellence Programme expenditure is behind budget by \$14,000 year to date, because the assessment is now scheduled for the first quarter of 2020. The full year budget of \$19,000 will be deferred to the next financial year. Our Nelson expenditure is behind budget by \$15,000. Delivery costs for Our Nelson is expected to increase over the remainder of the year, and it is anticipated this budget will be spent before end of year. Print and Radio Advertising expenditure is behind budget by \$8,000.
- 5.2 Investment Management revenue **is greater than budget by \$2,198,000**. Investment management received an unbudgeted special dividend from Port Nelson of \$750,000. Port Nelson also paid a dividend of \$750,000 in March, which was budgeted for \$832,000 in April. This variance has arisen due to the timing of the Port Nelson Statement of Corporate Intent not being due before the Council's Annual Plan is finalised. A dividend of \$375,000 was received from Nelson Airport in the current year but had been budgeted in the last financial year. Interest income on short term investments is ahead of budget by \$377,000, as Council holds

Item 9: Governance Committee Quarterly Report to 31 March 2019

deposits (currently \$10 million) to offset the pre-funding of debt which is maturing in 2019.

- 5.3 Civic House revenue **is greater than budget by \$108,000**. Civic House has recorded greater rent recoveries YTD than budgeted. These are internal recoveries so this will be offset by expenditure in other cost centres. Civic House expenditure **is less than budget by \$72,000**. Programmed building maintenance is behind budget by \$25,000, due to interior and exterior paint works that are scheduled to be completed within the paint season. Asbestos testing expenditure is behind budget by \$21,000. Depreciation is behind budget by \$40,000 due to delays in the capital expenditure programme relating to the floor one upgrade.
- 5.4 Rental Properties revenue **is less than budget by \$44,000**. Nursery land rental income is behind budget by \$47,000 due to the lease being renegotiated and the rent reduced.
- 5.5 Forestry revenue **is less than budget by \$566,000**. Brook / York Valley Forest harvest income is \$271,000 behind budget and Maitai Forest harvest income is \$1,192,000 behind budget, with no income being received from either forest in the current year. Harvest costs are behind budget by \$178,000 and \$772,000 for the Brook / York Valley Forest and Maitai Forest respectively. Land preparation costs are also \$219,000 behind budget. Roding Forest harvest income is \$897,000 ahead of budget, and Roding Forest harvest costs are \$541,000 ahead of budget. Forestry expenditure **is less than budget by \$649,000**. Forestry budgets have now been grossed up to reflect the actual income and expenditure.
- 5.6 Policy expenditure **is less than budget by \$191,000**. This variance is due to the allocation of staff costs being less than budgeted as well as less time coded to policy from capital projects, environment, parks etc.
- 5.7 Emergency Response Fund revenue **is greater than budget by \$202,000**. Revenue includes an unbudgeted insurance refund for the February 2018 storm event of \$300,000, which is partially offset by decreased internal recoveries for infrastructure insurance of \$99,000, due to increased premiums.
- 5.8 Economic Development expenditure **is less than budget by \$18,000**. Provincial Growth Fund project costs are behind \$50,000 with no expenditure to date, however it is anticipated this will be spent during the year. Bay Dreams expenditure includes costs of \$27,000 against a nil budget.
- 5.9 Civil Defence expenditure **is greater than budget by \$72,000**. The allocation of staff costs is greater than budget by \$69,000, with at least \$56,000 of this variance relating to the Pigeon Valley Fire event.

Capital expenditure (including capital staff costs)



6. Commentary on capital projects

- 6.1 There are three capital projects, within the Governance Committee delegations, that are included as part of the quarterly reporting. All of these are over \$250,000 for 2018/19.
- 6.2 Project status is analysed based on three factors; quality, time and budget. From the consideration of these three factors the project is summarised as being on track (green), some issues/risks (yellow), or major issues/risks (red). Projects that are within 5% of their budget are considered to be on track in regards to the budget factor.
- 6.3 Of those capital projects attached, all relate to Civic House improvements, and are red as they are on hold.

7. Commentary on operational projects

- 7.1 There is one non-capital project, within the Governance Committee delegations, that is included as part of the quarterly reporting. This project, the 2019/20 Annual Plan, has been selected for quarterly reporting as it makes an important contribution to Council's work programme. Its project sheet is appended in Attachment 1.

8. Status Reports

- 8.1 The updated status report is included as Attachment 3 (A2181133).

9. Other notable achievements, issues or matters of interest

Fire Emergency

- 9.1 Several of the Strategy and Communications business units, particularly the Governance, Administration and Communications teams, were heavily involved in the delivery of services at the Emergency Operations Centre during the response to the Pigeon Valley fires. The teams

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contributed an estimated 530 hours during the period of the emergency (66 days). This has resulted in accumulated time in lieu (TOIL) of 60 days plus 26 days of special leave.

9.2 The business units' work programmes were affected during the emergency as a result of staff secondments to Civil Defence, with fewer staff in the office, and those staff who were not seconded taking on additional responsibilities. Some staff cancelled leave to cover for those who were seconded.

9.3 This diversion of resource will have an ongoing impact on delivery of the Group's work programme for the remainder of 2019.

9.4 The main effects on the Group's work load are:

Governance and Administration team work programme

- New LGOIMA processes, policy and website work has been delayed.
- Condensed timelines have had to be applied to some projects, for example elections and end of triennium preparation. Some business as usual timeframes have had to be extended.

Communications

- The Communications and Engagement Strategy development was delayed. Eelco Boswijk awards process and publicity was delayed.
- Water restrictions/drought communications were not as comprehensive as they would have otherwise have been.
- Communications work on Nelson Tasman Future Development Strategy, Coastal Hazards and, Inflow and Infiltration was delayed or reduced.

Strategy

- Work on the Brook Reserve Classification and road stopping process has been delayed.
- Project planning for the Long Term Plan 2021-2031 was delayed.

9.5 All teams were affected by delays in the performance review process and some staff training was also delayed.

9.6 The Group is continuing to work on reprioritisation and removal of some of the planned work programme for Council in 2019.

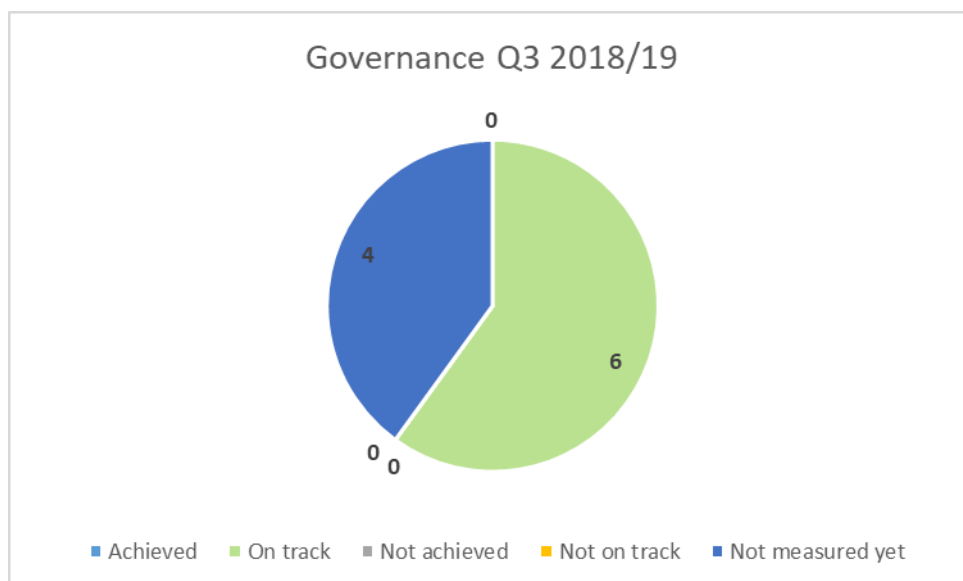
Workshop Update

- 9.7 Annual Plan workshops were held over the three days 12-14 February 2019 and assisted to inform the Annual Plan 2019/20 Consultation Document.
- 9.8 The workshop on the Communications and Engagement Strategy, scheduled for 7 March, was deferred to 2 April 2019.

10. Key Performance Measures

- 10.1 As part of the development of the Long Term Plan 2018-28 Council approved levels of service, performance measures and targets for each activity. There are ten performance measures that are within the Governance Committee's delegations.
- 10.2 Final results for each measure will be reported on through the Annual Report 2018/19, however this report includes an indication of progress for those measures where an assessment of current performance is available at this stage.
- 10.3 A number of performance measures cannot be reported on until the end of the financial year, accordingly the scale to report on the performance measures is as follows:
- On track
 - Not on track
 - Achieved
 - Not achieved
 - Not measured yet
- 10.4 Attachment 2 lists all performance measures within the Governance Committee delegations, their status and commentary for the quarter.

11. Quarterly Review of Key Performance Indicators



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- 11.1 Six of the ten measures were on target as at the end of the third quarter of 2018/19.
- 11.2 The results of four measures cannot be reported on yet. Some of this data comes with a time lag, but it is expected this will be available for the final quarterly report for this time period. Attachment 2 (A146963) lists all performance measures, their status and commentary.

12. Conclusion

- 12.1 The review of performance for the third quarter for the Governance Committee is included in this report, with project sheets and performance measure updates attached.

Author: Nicky McDonald, Group Manager Strategy and Communications

Attachments

- Attachment 1: A2175596 -Quarterly Report Project Sheets for Governance Committee Q3 - 31 March 2019 [↓](#)
- Attachment 2: A2181659 - Performance Measure Summary for Governance Committee Q3 - 31 March 2019 [↓](#)
- Attachment 3: A2181133 - Status Report for Governance Committee Q3 - 31 March 2019 [↓](#)

Project Sheets - Quarterly Report to Governance Committee Q3 - 31 March
2019

Civic House Floor 1 upgrade				1195
Civic House floor one refurbishment				
Overall Health		Quality	Time	Budget
Project Update (work completed, in progress, scheduled & budget change info)				
Project remains on hold, and will be rephased out to 2019. where a decision to progress may be made.				
Project Risks				
No risks remain in this financial year now decision not to proceed has been made.				
Project Issues				
No concerning issues to report.				
Budget				
2013/14 to 2017/18 Actuals				190,381
	2018/19	2019/20	2020/28	Total 2018/28
Initial LTP Budget	588,000	-	-	588,000
Carry-forwards	(24,145)			(24,145)
Amendments	(453,855)	800,000		346,145
Total Budget (2018-28)	110,000	800,000	-	910,000
Actual Spend	112,442			
Full Year Forecast	112,000	800,000	-	912,000

Project Sheets - Quarterly Report to Governance Committee Q3 - 31 March
2019

Aircon for Civic House				1197
Install aircon on 4th floor and Ventilation for all Civic House.				
Overall Health		Quality	Time	Budget
Project Update (work completed, in progress, scheduled & budget change info)				
No progress in quarter, project put on hold while staff accommodation options have been confirmed. Budget of \$300K has been moved to 2019/20.				
Project Risks				
No concerning risks to report.				
Project Issues				
No concerning issues to report				
Budget				
2013/14 to 2017/18 Actuals				167,334
	2018/19	2019/20	2020/28	Total 2018/28
Initial LTP Budget	395,000	255,500	620,731	1,271,231
Carry-forwards	-			-
Amendments	(300,000)	144,500	155,500	-
Total Budget (2018-28)	95,000	400,000	776,231	1,271,231
Actual Spend	50			
Full Year Forecast	95,000	400,000	776,231	1,271,231

Project Sheets - Quarterly Report to Governance Committee Q3 - 31 March
2019

Civic House Capital Programme				1198
Miscellaneous renewals and upgrades - furniture, plant & equipment, minor modifications, etc - develop detailed plan annually				
Overall Health		Quality	Time	Budget
Project Update (work completed, in progress, scheduled & budget change info)				
Year 1 programme is continuing, but years 2 - 10 are currently on hold.				
Project Risks				
Year 1 programme is continuing, but years 2 - 10 are currently on hold.				
Project Issues				
No concerning issues to report.				
Budget				
2017/18 Actuals				80,416
	2018/19	2019/20	2020/28	Total 2018/28
Initial LTP Budget	252,000	1,371,524	2,706,428	4,329,952
Carry-forwards	-			-
Amendments	(92,875)	(1,205,392)	1,298,267	-
Total Budget (2018-28)	159,125	166,132	4,004,695	4,329,952
Actual Spend	75,586			
Full Year Forecast	134,675	166,132	4,004,695	4,305,502

Project Sheets - Quarterly Report to Governance Committee Q3 - 31 March
2019

Annual Plan 2019/20				1361
Preparation of a Consultation Document for the 2019/20 financial year and appropriate consultation before Council adopts the final Annual Plan by 1 July 2019.				
Overall Health	Quality	Time	Budget	
Project Update (work completed, in progress, scheduled & budget change info)				
Consultation currently open for the Annual Plan 2019/20; this will end on 2 May and the hearings will be 14, 15 and 16 May and the deliberations on June 4 and 6. This includes a proposed amendment to the Long Term Plan 2018-28 for Community Housing.				
Project Risks				
No concerning risks to report.				
Project Issues				
No concerning issues to report.				
Budget				
2013/14 to 2017/18 Actuals				187,511
	2018/19	2019/20	2020/28	Total 2018/28
Initial LTP Budget	25,000	25,550	361,352	411,902
Carry-forwards	-			-
Amendments	-	-	-	-
Total Budget (2018-28)	25,000	25,550	361,352	411,902
Actual Spend	10,505			
Full Year Forecast	20,000	25,550	361,352	406,902

Item 9: Governance Committee Quarterly Report to 31 March 2019: Attachment 2

Performance Measure Summary for Governance Committee Q3 - 31 March 2019

Committee responsible	Activity	Number	What Council will provide	Performance measures	Targets	Further information			2018/19 Results	
					Year 1 (2018/19)	Mandatory	Monitoring frequen	Monitoring process	Quarter 3 comment	Quarter 3 result
Governance	Economic	10.01	Overview of a healthy local economy	GDP measured as three year average	Percentage increase in GDP per annum at least equal to or better than the national average	No	Annually	Stats NZ data	GDP for Nelson grew 1.8% between March 2017 and March 2018 and 3.2% for NZ for the same period.	Not on track
Governance	Economic	10.02	Strategic overview of economic development for the benefit of the community	Value of tourism (total spend) annually in Nelson city	Increase the annual value of tourism spend in Nelson from previous year	No	Annually	Stats NZ data	The latest data available is for the year ending December 2018. The spend for the year to December 2018 was \$369M compared to \$356M in the previous year	On track
Governance	Economic	10.03	Measures that contribute to the vitality and attractiveness of the Nelson CBD	Total annual spending in the Nelson CBD	Total annual spending in the Nelson CBD is greater than or equal to previous annual spend.	No	Quarterly report	Quarterly report received.	Data for the quarter arrives after this report is due. March quarter data will included in next report.	Not measured yet
Governance	Economic	10.04	Events funding that provides a sound return on investment for Nelson	Return on investment measured by number of out of town visitors attending major events	Number of out of town visitors attending major events greater or equal to previous three year average.	No		Stats NZ data	Information is not available for quarter 3 reporting. Report will be done for final quarter of year.	Not measured yet
Governance	Economic	10.05			At least 80% of those visits are in the months of March to November.	No		Stats NZ data	Information is not available for quarter 3 reporting. Report will be done for final quarter of year.	Not measured yet
Governance	Corporate	11.01	Effective engagement and consultation	% residents satisfied or very satisfied with opportunities to provide feedback, by survey	Annual improvement in the % of residents satisfied or very satisfied with opportunities to provide feedback	No	Annually	Residents Survey	Residents' Survey results due in Q4	Not measured yet
Governance	Corporate	11.02	Council Controlled Organisations (CCOs) that deliver net benefit to the community	Council satisfaction with attainment of six monthly CCO targets for all SOIs - refer to CCO section for measures for each CCO	Council receives six monthly reports from all CCOs and is satisfied with attainment of targets	No	6-monthly and annu	Receive reports for Council	Six monthly reports for CCO's were received by 28 February. They were reported to either the Governance Committee (if NCC 100% owned) or Joint Shareholders Committee if jointly owned in April. The targets were largely met across the CCOs.	On track
Governance	Corporate	11.03	Promotion of Te Tau Ihu Māori/iwi participation in decision-making processes	Strategic framework established for Chairs of Te Waka a Maui to work with mayors across Te Tau Ihu	Collaboration between iwi and councils on development of a strategic framework	No			The Iwi-Council Partnership Group met on 1 March 2019, and have started reviewing the MOU and drafting the strategic plan. The next meeting will be held on 9 May 2019. Two further meetings are scheduled for 18 July and 19 Nov	On track
Governance	Corporate	11.04	Effective Civil Defence Emergency Management (CDEM) response via regional Emergency Operations Centre (EOC)	Ability to operate an effective Emergency Operations Centre: % EOC roles staffed and EOC meets Ministry CDEM requirements	95% of EOC management and group roles staffed	No			EOC management and Group role staffing levels together with the associated skill sets required are currently under review to ensure that they are fit for purpose and meet our requirements.	On track
Governance	Corporate	11.05			EOC meets Ministry of CDEM monitoring and evaluation requirements	No			EOC met MCDEM requirements at previous review	On track

Status Report - Governance Committee

^MEETING DATE	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS
28/07/2016	Haven Precinct Project Progress Report	<p>Resolved CL/2016/236</p> <p><i>That the Council</i></p> <p><i><u>Approve</u> the visions and goals detailed in report R6077 for the concept design;</i></p> <p><i><u>Approve</u> using a traditional procurement process to appoint a lead consultant, to produce the concept design plans based on the visions and goals advised;</i></p> <p><i><u>Approve</u> the preliminary project timeline included in report R6077;</i></p> <p><i><u>Approve</u> the Haven Precinct Strategic Business Case (A1550230).</i></p>	Harrison, Nikki	<p>With the appointment of a Strategic Property Adviser work is currently underway to identify any legal constraints or considerations in relation to this project. A verbal update was provided to the Committee on 18 April 2019 (in the public excluded section of the meeting) and further updates will be provided at future meetings.</p> <p>Ongoing</p>

Communications and Engagement Strategy

1. Purpose of Report

- 1.1 To recommend to Council the adoption of the Communications and Engagement Strategy

2. Summary

- 2.1 The Communications and Engagement Strategy has been developed to guide Council's communications and engagement with residents, partners, and stakeholders. The Strategy has had input from two workshops with elected members.

3. Recommendation

That the Governance Committee

- 1. Receives the report Communications and Engagement Strategy (R10206) and its attachment (A2196740).***

Recommendation to Council

That the Council

- 1. Adopts the Communications and Engagement Strategy (A2196740).***

4. Background

- 4.1 Council's previous Communications Strategy was developed in 2017. This Strategy was reviewed as part of the 2017 LGNZ Excellence assessment which recommended governance direction in developing subsequent strategies.

Item 10: Communications and Engagement Strategy

4.2 At its meeting of 15 November 2018 Council resolved:

Delegates responsibility for development and implementation of a Communications and Engagement Strategy to the Governance Committee; and

Updates the Delegations Register to include the Governance Committee's responsibility for development and implementation of a Communications and Engagement Strategy.

4.3 Workshops were undertaken (11 December 2018 and 2 April 2019) to seek feedback from elected members on the topics of Council "Communications" and "Engagement".

4.4 A report summarising the outcomes of the workshops was presented to 18 April 2019 Governance Committee (R10206). A contractor (Elizabeth Hughes) with expertise in local government strategy and communications drew on the information from a number of sources, including workshops and Committee discussions to develop the attached draft (Attachment 1).

5. Discussion

5.1 The Strategy helps to direct Council's communication and engagement with residents, partners and stakeholders. It outlines the actions to achieve set goals, while ensuring Nelson's vision as the **Smart Little City** is clearly articulated.

5.2 The adoption of the Strategy provides direction for the actions to be taken, to build on and develop relationships with the community. The results from the actions will be reported on through quarterly reporting to the Governance Committee.

5.3 Budgets associated with Communications and Engagement will remain the same. Activities will be assessed for cost effectiveness as part of the implementation plan.

6. Options

Option 1: Recommends strategy for adoption	
Advantages	<ul style="list-style-type: none">• Enables implementation to begin in the 2019/20 financial year.• Provides clear direction for operational development of Communications and Engagement activities.
Risks and Disadvantages	<ul style="list-style-type: none">• No risks or disadvantage identified for recommending Strategy for adoption.

Item 10: Communications and Engagement Strategy

Option 2: Does not recommend for adoption	
Advantages	<ul style="list-style-type: none">• Allows the Committee to consider the Strategy further
Risks and Disadvantages	<ul style="list-style-type: none">• Lack of governance direction for this area of work

7. Conclusion

- 7.1 The Communications and Engagement Strategy will provide direction on Communications and Engagement activities, to improve relationships with the community.

Author: Paul Shattock, Manager Communications

Attachments

Attachment 1: A2196740 Draft Communications and Engagement Strategy [↓](#)

Important considerations for decision making	
1. Fit with Purpose of Local Government	Adoption and implementation of the Communications and Engagement Strategy will assist in informing the community about Council activities and services and achieving broad input into Council's decision making.
2. Consistency with Community Outcomes and Council Policy	The development of the strategy supports the Community outcomes: <i>Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement.</i>
3. Risk	There is minimal risk implementing the strategy. The strategy seeks to improve relationships with the community, reducing reputational risk.
4. Financial impact	Work outlined in the strategy will be covered through existing budgets.
5. Degree of significance and level of engagement	This matter is of low significance as does not have a financial impact, does not affect levels of service and is likely to be of only general interest to most in the community. As a result no consultation is planned.
6. Inclusion of Māori in the decision making process	No engagement with Māori has been undertaken in preparing this report.
7. Delegations	The Governance Committee has the delegations for <i>the development and implementation of the Communications and Engagement Strategy and Powers to recommend: Development or review of policies and strategies relating to areas of responsibility.</i> Only Council can approve the Communications and Engagement Strategy.

Communications and Engagement Strategy

Introduction:

The Communications and Engagement Strategy helps to define and direct Nelson City Council's communication and engagement with the public, iwi, partners and stakeholders. It outlines the steps to achieve set goals, while focusing on articulating Nelson's vision as the **Smart Little City**.

The Strategy is driven by the Council's mission to "...***leverage our resources to shape an exceptional place to live, work and play***". Its purpose is to inform decision making; to better understand community needs; to raise awareness of services or issues; to build/strengthen relationships; to develop acceptance of proposed change and to increase trust and confidence in what Council does.

This strategy helps to define the pathway so that the communications and engagement from Council can be measured and reported on, so that it can be accountable for activities undertaken in this area.

Principles:

The principles that Council will adopt in all of its communications and engagement are:

- Transparency
- Responsiveness
- Consistency
- Collaborative approach
- Respect the principles of the Treaty of Waitangi
- Reflect our community's diversity
- Set appropriate expectations
- Encourage a respectful dialogue

Outcomes:

Key outcomes of the Strategy are:

- Enhanced community input into Council decision making and planning
- Improved trust, confidence and awareness with identified iwi, partners, stakeholders, public
- A community well informed about Council activities and services
- Proactive approach, with communications and engagement plans developed at project initiation
- Staff provided with tools necessary for effective engagement

- Clear metrics to report back to governance to show success

Goal:

Our communication and engagement activity will support and enhance Nelson City Council's relationship with the community

Key words for our goal are: support, enhance, relationship

The Communication and Engagement Strategy needs to support Nelson City Council to:

- project a credible voice (building trust through consistency)
- ensure all channels are targeted and provide clarity, timeliness, responsiveness
- allow a wide range of voices to be captured and heard
- give confidence that Nelson is the Smart Little City
- ensure the expectations of customers and stakeholders (including iwi and partners) are understood and considered

What would success look like for this goal?

- Residents, partners and stakeholders report improved communication from Council
- The Nelson community is confident its views are understood and considered
- Nelson City residents proudly adopt recognition of their "Smart Little City"
- Elected members have increased confidence in organisation communication and engagement service delivery
- More residents are engaging with Council more often

Objectives

- 1. Council communication and engagement with specified groups will be recognised as clear, consistent and credible, and will meet or exceed their needs**

This objective focuses on the systems and processes to ensure all communication and engagement channels are delivering information that gives confidence: it will be credible, consistent and have clarity of purpose.

Actions

- Identify and classify target groups
- Review the channels being used – are they the right investment/format to meet the needs of our audiences?
- Create policies around communication and engagement practice (e.g. media/social media policy, engagement toolbox, branding guidelines etc.)

- 2. All engagement activity will demonstrate best practice**

This objective is owned by the entire Council. The Communications team assist to ensure best practice guidelines are in place.

Actions

- Develop policies around communication to define “best practice”
- Create engagement templates
- Assist teams to achieve best practice

- 3. That Nelson City residents [and elected members] report increased confidence and awareness that Nelson is the Smart Little City**

Actions

- Establishing agreed key messages for (a) Nelson - the Smart Little City, (b) the organisation, (c) significant projects, (d) community assets and services
- Ensuring staff are confident communicators of Council's value proposition through internal communications being incorporated into Communications and Engagement Plans
- Creation of a photo database that can be drawn on for any communication output – associated and linked to agreed key messages

4. Appropriate metrics will be collected to allow monitoring of the communications and engagement activity and its effectiveness

Actions

- Identify ways that “effectiveness” will be measured
- Identify metrics that will be used to determine “reach” for channels

Appendix 1

Local Government Context:

The Local Government Act 2002 (LGA) is the primary act that drives engagement and communications from Council to its residents and ratepayers. The LGA sets out the general powers of councils, the community outcomes process, and planning and accountability requirements.

Part 6 – 76AA Significance and Engagement Policy
Part 6 – 78 Community Views in Relation to Decisions
Part 6 – 82 Principles of Consultation

Section Part 6 - 76AA specifically outlines significance and engagement, which is covered by NCC's Significance and Engagement Policy (A1766622).

Also very relevant to local government is the engagement/consultation required as part of the Resource Management Act and the Reserves Act. Note: the Resource Management Act has specific requirements around the consultation of iwi which must be considered.

Summary of other legislation that relates to Local Government activities can be found at http://www.localcouncils.govt.nz/lcip.nsf/wpg_url/Policy-Local-Government-Legislation-Other-legislation