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Ruapehu District Council

Independent assessment report | July 2017^{*}

An independent assessment report issued by the Independent Assessment Board for the CouncilMARK[™] local government excellence programme. For more information visit www.councilmark.co.nz



A measure
for better
community value.

^{*} Period of assessment: February 2017

Assessment Summary

AT A GLANCE



Ruapehu District Council is part of a geographically large district with small, diverse rural communities, many with challenging social demographics.



LARGE METRO

SMALL METRO AND LARGE PROVINCIAL

SMALL PROVINCIAL AND RURAL



REGIONAL

The current situation

Ruapehu District Council is small, serving a population of less than 12,000.

It shares territory with two national parks, the World Heritage Tongariro National Park to the east and the Whanganui National Park to the west. Its major towns are Ohakune, Raetihi, and Taumarunui. The resident population has declined but the Council believes that this has now stabilised. Tourism has grown in importance and is expected to continue to grow. Conversely, it is not anticipated that any future non-tourist business closures will have a substantial economic impact as there are few major employers left in the area. The Council is actively pursuing a strategy of developing tourism and being increasingly business-friendly. The current resident population is ageing, and there is an upward drift in the number of non-resident properties.

Period of assessment

The assessment took place on 9 and 10 February 2017.



\$505m

GROSS DOMESTIC PRODUCT¹

SERVES

11,884

PEOPLE², A MIX OF
69.5% EUROPEAN/PAKEHA
42.5% MĀORI
2.9% ASIAN
2.3% PASIFIKA



POPULATION TREND
DECLINE/STABLE

MAKES UP
2.50%

OF NEW ZEALAND'S TOTAL LAND AREA³
REPRESENTING **RUAPEHU DISTRICT**,
INCLUDING WHAKAPAPA VILLAGE,
NATIONAL PARK, OHAKUNE AND
WAIOURU

6,700 km²

RESPONSIBLE FOR

1,338km

ROADS⁴



Key learnings

Interviews with third and fourth-tier managers indicated that the Council is a very collegial place to work, with varied opportunities and a great deal of work flexibility. These managers believe, however, that they could be more sophisticated in their approach to community development, could be more accountable to ratepayers, and could organise the workplace better in terms of developing and systematically using skills.

Staff clearly want the Council to have more influence with central government within a five year time horizon. The primary test of this will be whether the population expands, which in part will depend on how effectively the Council can present the district as a place of opportunity.

1 MBIE 2016

2 Stats NZ Census 2013

3 DIA 2013

4 Ministry of Transport 2013/14

Assessment Summary

continued...

OVERVIEW

Ruapehu District Council is performing well given the challenges of being a small organisation which services a geographically large district with challenging social demographics. Its management of infrastructure and community engagement are particular strengths.

RATING



Findings



The Council is maintaining infrastructure spending within its means (ie within the limits of what ratepayers can afford). It has astutely managed to bring its expenditure on roading infrastructure in line with its anticipated costs, while ensuring that the infrastructure network is resilient and that it provides acceptable levels of service. The Council's three waters (drinking water, wastewater and stormwater) are being managed competently and there is close liaison with Māori/Iwi and with local users. But there are challenges in the management of both roading and the three waters, particularly in the renewal of the water infrastructure.



There is a need to test the sensitivity of changes to the assumptions underpinning infrastructure investments, and to identify (and respond to) the financial and other implications for the Council if those assumptions are incorrect.



The Council intends to revitalise its towns to deal with amenity issues (to attract and retain residents and visitors) and issues of earthquake-prone buildings. Driven by the urgent need to provide employment opportunities, revitalisation extends to most towns and is creating alignment between community expectation and Council performance.



Governance, leadership and strategy	Financial decision-making and transparency	Service delivery and asset management	Communicating and engaging with the public and business
Variable	Areas for improvement	Better than competent	Performing well

STRENGTHS

The Council communicates well to its community the trade-offs between expenditure and environmental impact.

The Council has established an innovative and sustainable path to preserve its roading and water infrastructure network.

A wide range of channels are used for communicating with the community. There is a particular emphasis on face-to-face meetings, which appears to be a preferred method of communication in the small rural district.

AREAS OF IMPROVEMENT

The Council needs to improve its back-office functions, which have been weak in process and substance.

There needs to be a regulatory enforcement strategy to address risk and cost issues.

Commonly used terms

Term	Definition
Asset Management Plan	A tactical plan for managing a council's infrastructure and other assets to deliver an agreed standard of service.
Infrastructure	Local and regional roads, pathways and cycleways, drinkingwater, wastewater and stormwater assets, sports and recreation facilities (parks, sportsgrounds, green spaces etc), community and tourism facilities (playgrounds, public toilets, libraries, museums, galleries and public art etc), town centres, and other facilities.
Local Government Act 2002 (LGA 2002)	The legislative act that provides a framework and powers for councils to decide which activities they undertake and the manner in which they will undertake them.
Long Term Plan	The document required under the Local Government Act that sets out a council's priorities in the medium to long-term.

Leading locally

Governance, leadership and strategy

The Council is moving toward its objectives at present because of the commitment of the Mayor and the strong relationship with a highly experienced Chief Executive. The Council is strengthening its governance particularly with a recently established Finance, Audit and Risk Committee and an accompanying risk management framework.

Priority grading

Variable

< The Council presently operates effectively because of the commitment of the Mayor and his strong relationship with an experienced Chief Executive. The Council has strengthened its governance, with a risk management framework. Management of health and safety risk has also been given a high priority.>

The recent town revitalisation programme has brought the Council and the various localities it operates together around a common goal of making the area more attractive to live in and more attractive to tourists. The Chief Executive attributes some of the success of this project to its district-wide approach: no one is left out. There are some risks in this revitalisation strategy, particularly as the factors involved in internal migration (eg how

well Australia's mining economy is performing, whether Auckland house prices continue to increase, and whether Chinese tourists will continue to arrive) are largely outside the control of any council. The vision behind it has, however, brought staff and the community together, and this is reflected in the greater positivity reported by the assessment's interviewees.

There are residual issues to deal with in the Council culture, particularly in relation to its openness about issues.

Setting the direction for the community

There is a recently appointed Chief Executive who expresses his vision slightly differently from how it is presented in the current accountability documents. In particular, the Chief Executive – along with his management team and the Mayor – are focused on implementing an economic growth strategy based around developing tourism and being increasingly business-friendly.

In implementing this vision, the Council is injecting a spirit of confidence into a rural area, particularly through a series of discussions around progressively revitalizing all of the town centres.

As part of the Council's more business-friendly approach, it has appointed a Council officer whose role is to facilitate business. The Council is also becoming more business-friendly in its regulatory functions. External commentators report this new tactic is substantially different from the previous approach, and is much welcomed.

The Chief Executive values working with the community and with close connections councillors have with their constituents. He has continued a rating policy that aligns costs with those who benefit from services as much as possible.

Creating confident councillors

There is an induction programme and training opportunities for councillors, and an informal approach to running the Council. The training opportunities would be strengthened by having a more structured, formal training and development plan for councillors.

The dynamics in the Council appear, on the whole, to be good. Councillors indicate there is “forthright” discussion, and there is no ill will in disagreement. However, it is likely that the Council will be better able to manage any issues of tension if there is more time set aside for informal discussion. The councillors may also benefit from additional training in health and safety and in managing conflicts of interest, so that they can fully understand why these two areas are of considerable local government sector focus.

Effective working relationships

There is a high degree of trust in the Chief Executive. There is also a close working partnership between the Chief Executive and the Mayor, including agreement on what the key issues are and how they are talked about – particularly in community meetings, which they both attend.

Upping risk management

There is an Audit and Risk Committee with an independent chair and a charter. This Committee has overseen development of a sophisticated risk tool, including identification and treatment of risks.

Managing the organisation

Staff satisfaction is measured internally. There are indications of challenges in the staff culture. In particular, there is a feeling that staff cannot be open with the issues they have. Addressing these challenges would benefit from continuing with independent staff engagement surveys and further development its human resources services.

On the other hand, the staff also report they enjoy a culture which is friendly and open, where there are learning opportunities, and where they can take on new areas of work if they want to.

Focusing on health and safety

There has been a considerable focus on health and safety, led by the region’s Local Authority Shared Services company. There is a high awareness amongst staff of the need to take responsibility for contractors, and to ensure that contractors’ awareness of health and safety risks is similarly high. Appropriate systems to identify and treat health and safety risks have been established, and there is regular reporting on health and safety. It is clear that the executive and the Audit and Risk Committee take this issue very seriously.

There are two areas where the management of health and safety risks could be improved. The Council could introduce “spot checks” to ensure that the required actions and practices are being implemented, particularly by contractors in high-risk areas. As well, there could be an improvement in councillors’ understanding of the need to monitor health and safety risks.

Strengths

The Audit and Risk Committee has developed an extensive risk-management framework.

The town revitalisation programme has closely aligned the Council’s actions to community goals.

Areas for improvement

The culture of risk management generally should be improved, and councillors need to better understand why health and safety is important.

A formal annual review could help the Council improve its staff culture and councillor engagement.

Training should be more systematic, and should include specific areas including roading management and the three waters.

The Council needs to increase its understanding of conflicts of interest.

Investing money well

Financial decision-making and transparency

The Council demonstrates prudent cost management, but it needs to substantially improve its financial processes and the quality of its financial analysis and reporting.

Priority grading

Areas for improvement

< The Council’s financial strategy has been based on achieving a sustainable balance between rates affordability and the provision of services at a level that meets the community’s expectations.>

Expenditure on infrastructure has gradually been increased, over a number of years, to ensure the current infrastructure network is maintained. This now appears to be in balance, provided that the Long Term Plan’s assumptions hold. There are three areas where those assumptions are worth a closer look. The first is the ability of ratepayers to continue to afford rates increases. The rates increase for this year was 2.96 per cent, but the average income in at least one of the towns is only \$21,000. The second is the roading network’s ability to withstand additional costs from increased heavy traffic and, specifically, from logging trucks. The third is the risk that the assumption of a static population turns out to be incorrect.

The Council is highly conscious that the standard of previous years’ financial accounting needed to improve, and it has improved to the point where councillors, and the auditors, have trust that the numbers reflected in the accounts are correct. However, reporting is still being developed and is rudimentary. Furthermore, capital expenditure on the three waters was planned for, but then not committed. The Council would benefit from better management of committed and uncommitted capital expenditure.

Planning financial goals

There is very little infrastructure expansion, and the Council has taken a decision not to fund, for instance, the depreciation on its social housing. In the short-term, the Council has sufficient flexibility to fund a limited number of unexpected events. Its current finances are based on its assumptions about infrastructure renewal costs and the affordability of rates increases, and it carries debt at a level it can afford (long and short-term borrowings are \$25.8 million). The expected sustainable increase is driven by the cost index for local government.

There are three substantial concerns for the future:

- > The largest expenditure for the Council is roading. The sustainability of its current roading expenditure depends on a significantly higher than average funding assistance rate of 65 per cent from the NZ Transport Agency (NZTA). It also relies on targeted rates for the larger forestry owners (excluding farmers with a forest on their land) so as to cover additional costs from the adverse impact of logging trucks on local roads. The Council estimates that the effect of logging trucks is considerable.
- > The Council assumes a static population on the basis that there are few major employers left in the district, and that tourism is supporting some growth. This is one scenario and Council should be sensitive to the risk that this does not turn out to be the reality.
- > As part of its financial strategy, the Council would be wise to undertake stress testing of the uncertainties in funding and the cost of supporting existing infrastructure.

Assessing the financial data

The Council says it came close to having a “tagged” audit report in 2015, but is now in substantially better shape. It indicates that the auditors are supportive of what has been done and are much happier than they were previously – although the auditors are still closely involved as the Council’s systems continue to improve. The Council’s debt has not been reviewed, and that review is another project on the finance team’s worklist.

Councillors have said that the financial reports of several years ago did not give the confidence the Council needed to undertake its day-to-day business. Subsequently, the Council rejected a shared service option for its financial management, and an external appointment was made.

The Financial Controller and the Chief Executive suggest that the Council's financial management and reporting is only partly on the way towards being robust and following good practice. In particular, detail in the monthly reporting is relatively high-level, and activities have very little measurement of costs, so output measurement for activities is poor and consideration of costs per output is weak.

The Council has no digital strategy, and there is no sense of who is responsible for development of online registrations or payments. There is potential for this to be done as a regional initiative across a number of councils at the same time.

Addressing financial risk

The Council has four risk registers, as well as a thorough statement of how the risks should be rated. The Council assesses risks as treated, mitigated or untreated. The recently established Finance, Audit and Risk Committee reviews the risks on a regular basis and informs the Council of the results of its review, but the Council does not itself review the risks.

The risk-management framework is highly sophisticated, and may be too complicated for its purpose. The Chief Executive has indicated that he will probably simplify it.

There is no common understanding of the Council's major risks, and most of those interviewed as part of this assessment could not identify the top five risks.

The Council has undertaken an assessment of its risk awareness and has identified that there is some way to go in ensuring this awareness is embedded through the organisation.

Strengths

The Council's risk management framework is well developed, although complex.

The Council understands its challenges in the roading space and is actively seeking solutions to address the costs of needed roading investment.

The targeted rates applied to forest owners helps allocate the additional costs of roading maintenance to those who create the need for the repair.

The Council clearly identifies the costs of providing its community with the three waters (drinking water, stormwater and wastewater).

Areas for improvement

There should be monthly reporting and measurement, so that activity costs can be better allocated to outputs.

The Council should apply stress testing for its natural hazards, as part of preparing for external shocks.

The Council could better estimate its budgeted capital expenditure on the three waters.

Council should understand whether there is rates affordability issue and have an appropriate plan to address it.

The risk management framework should be simplified, and the Council should continue to increase risk awareness amongst staff.

Delivering what's important

Service delivery and asset management

The Council demonstrates a generally sound level of competence in managing the district's assets and services, particularly its key infrastructure assets. The Council also works in a collaborative and effective manner with other local authorities and stakeholders in the region.

Priority grading

Better than competent

< The Council is a small organisation that provides a large number of services to a diverse community across a wide geographical spread.>

It has responded to this challenge by combining its own resources and skills with those of other local authorities in the region, which are made available through the Local Authority Shared Services, and by using external service providers.

The Council has low staff turnover, which has contributed to the development of a team with a generally good understanding of both the expectations of the community and the services which the Council provides.

Assessing service quality

The district's drinking water infrastructure has aging plant and pipes. There is, however, a measured and prioritised plan to renew this where it is affordable, with the most problematic (in Raetihi) being the priority. The Council has recognised the need to address the issue of unaccounted for water use (approximately 40 per cent of total supply), of which unauthorised takes from farms and rural properties is believed to be a significant factor. It is progressively introducing "zonal" water metering to identify irregular volumes and putting in place individual meters (and a targeted charge) for high volume users.

All the drinking water supplies are chlorinated. UV treatment for protozoa is available at the Ohakune, National Park, and Taumarunui water treatment plants, and the Raetihi plant will also be adopting it. Some supply schemes have fewer than 200 users, and the cost of maintaining the smaller schemes will soon be an issue for the Council.

The Council has adopted a "soft" or "green" approach to stormwater, which involves removing obstructive willows and using native plants to divert flows from flood plains. This approach is likely to be sustainable from a number of perspectives, including that of Māori/Iwi.

The current practice of discharging treated wastewater into areas of natural water is at odds with Māori/Iwi wishes, and environmental standards may require a change in the future. However, as the district's soil has an iron pan, there would be greater risk to river water supplies if wastewater were discharged to land.

The Council manages its low volume but extensive roading network in an exemplary manner, and it prioritises minor works in consultation with local communities at face-to-face meetings. One of the most significant issues for roading is the expected rapid increase in logging trucks and their impact on a low volume network of roads and aging bridges. For example, 25 per cent of bridges are expected to require replacement in the next 30 years, and over 10 per cent in the next 10 years.

The Council has been innovative in a number of ways, including certifying farmers to use their equipment to clear slips on their local roads and introducing targeted rates for forestry owners to reflect the road seal damage their logging trucks cause. The Council is currently working with NZTA to create incentives for a safer and more cost effective flow of logging traffic on state highways through differentiated road user charges.

The Council lacks an enforcement strategy. This means the Council monitors all of its activities (consent conditions, licensed premises, environmental health, etc) without any basis for assessing the risk, or outcomes, of different approaches.

Analysing the performance of the Council's community services is difficult. These services – which include libraries, swimming pools, community halls, civil defence, i-sites, customer services, rural fire and youth development – are grouped collectively, in both annual and monthly financial reporting, under the headings "Community Support" and "Community Facilities". For example, there are no measures for library quality, value for money, or efficiency (although there is a satisfaction survey). Similarly, little empirical data exists on the level of use, or the performance quality of its facilities.

These services and facilities cost \$5.7 million per year (approximately 16 per cent of total expenditure). Considerably greater transparency and rigour in information collecting, analysis and decision-making could be applied to them.

Aligning service with strategy

The Long Term Plan's infrastructure strategy cannot be understood without extensive reference to the asset management plans as information about the levels of service and assumptions are found only in the latter. All key elements of the strategy should be in one document. The plans make assumptions about static levels of service, and a static (rather than falling) population, which are open to challenge.

Both the asset management plans (which are very clearly articulated) and the strategy would be enhanced by clear links between the day-to-day operational and capital investment activities and the long-term outcomes. In addition, medium-term outputs and some medium-term performance measures would give the community a better sense of the Council's progress.

Planning and evaluating service goals

Although it has an extensive number of key performance indicators, the performance accountability framework raises issues. For example, it lacks measures of value for money or cost efficiency, benchmarking or reporting of past trends in performance, as well as outcome focused key performance indicators which are linked to the community goals.

The triennial satisfaction survey is statistically robust, but it does not ask whether the community considers the key performance indicators to be relevant or effective. The survey results are not made available to the community, nor are they incorporated into the subsequent annual plan.

The Council has undertaken very few substantive reviews under s.17A of the Local Government Act. Those that have been undertaken (eg swimming pools) comply with s.17A, but lack a more fundamental assessment of "what" particular services are provided and "why".

Assessing capability and capacity

There are a number of relatively minor Local Authority Shared Services arrangements but the strategy for additional capacity relies on external contracting arrangements (eg in the design, delivery, and management of roading and the three waters).

Internal human resources (HR) processes are relatively weak. There is no formal management succession plan, no remuneration policy, no formal training and development plan or policy, no formal assessment of individual or collective organisational performance and negligible reporting of HR issues.

The Council operates a very comprehensive request for service system, with service standards for all activities. Although targeted service times are published in the Annual Report, the actual performance relative to each standard has not been published, but should be.

Establishing a business case for investments

With the exception of roading capital expenditure projects (which are externally prepared), the Council does not use business cases for its capital expenditure investments. The level of project reporting could be improved through increasing the visibility of projects in monthly and annual reports.

Accountability reporting

The Council depends significantly on external consultants, and Council staff have no formal qualifications in project management. Some level of internal project management training should be considered so that staff can better assess and manage consultant performance.

Strengths

The Council has taken innovative approaches to managing a network with low traffic volume but extensive road and bridge network.

There is a strong understanding of the three waters (drinking water, stormwater and wastewater) and how to deliver this in a sustainable manner.

The Council works collaboratively and effectively with key stakeholders such as NZTA and the Horizons Regional Council.

Community input on major infrastructure issues was secured at an early stage, and this allowed the Council to make better informed and prioritised decisions on capital investment.

On stormwater issues, the Council is developing environmentally friendly and cost effective responses that are also sensitive to Māori/Iwi concerns.

Areas for improvement

The Council's reviews under s.17A of the Local Government Act should be more analytical and better prioritised, so that they can be used to address issues of internal capacity and capability.

The Council would benefit from acquiring or developing greater internal capability in project management and business case development, so that it can more effectively manage its external service providers and make them accountable.

A regulatory enforcement strategy should be established to better manage risk and to prioritise regulatory activities.

There should be annual reporting of all major projects, with details provided on timeliness, cost and scope.

Listening and responding

Communicating and engaging with the public and businesses

Councillors and staff alike have set high standards for being accessible to, and visible within, their community. There is particular emphasis on direct engagement with the community through local meetings and events, and on having the community help set the agenda for issues under consultation.

Priority grading

Performing well

< Ruapehu is a demographically and ethnically diverse community. Its youth, elderly and Māori populations are higher than the national average, and it has high numbers of unemployed and non-resident homeowners.>

The Council has developed a very extensive and direct form of engagement with all its community groups, as well as a communication strategy that reflects the community's diversity. Facing significant issues regarding its levels of service and their financial sustainability, the Council has adopted an approach of having the community drive the agenda for the services to be prioritised.

Planning effective engagement

The Council has a very detailed strategic communication plan with sound communication objectives (eg communicating "an unambiguous and collective position of Council and being 100 per cent reliable"). The plan recognises the diversity of its audiences and sets out strategies for communicating with them. What is missing from the plan is an explicit link between the plan and the overarching goals of the Council's Long Term Plan.

Although the Council puts significant resources into information and communication, there is a noticeable gap in its communications and engagement work. It does not use its triennial satisfaction survey to identify what information the community wants and how it wants to receive this information, nor does it use the survey to identify the degree of satisfaction (or otherwise) with what is provided and how it is provided. While the Council appears to be doing a good job, there is no objective measure as to how the community views this.

Most of the Council's communications are written in a jargon-free and very direct manner. There is a positive and confident tone to its key accountability documents (eg the Mayor's and the Chief Executive's introductions to the Annual Report), without it being overly self-promoting.

The level of detail provided in most documents is very thorough, although some documents (eg the annual plan and reports, and the asset management plans) would benefit from more succinct executive summaries as well as greater use of infographics to highlight progress towards key outcomes.

Engaging digitally

The extent to which the community is engaged through digital media is limited by some factors beyond the Council's control. The district has relatively poor internet speeds, limited mobile coverage and low numbers (56 per cent) of households with internet access. The Council's Communications Manager characterised its approach as "we will use all communication channels and not try to pick winners".

In the digital space, its primary tool is Facebook (1600 followers), with the level of "likes" being relatively high on a per-capita basis relative to other councils assessed. The website, while poor at a "transactional" level (eg paying for rates or other services), contains a comprehensive range of information on the Council's activities and publications, and is regularly updated.

How the community views the Council

The Council conducts a triennial survey. However, the survey's small sample size gives it a relatively high margin of error (± 6 per cent), and this makes it difficult to reliably assess the progress the Council is making with residents' satisfaction.

The most recent survey (2016) indicates that satisfaction with various services is relatively static. However, more areas have increased in satisfaction than decreased (four significant increases and only two significant decreases), and the overall satisfaction level has increased from the previous three surveys (to 73 per cent, from a low of 66 per cent).

Communicating through the media

Discussions with stakeholders and the Council highlighted a relationship of mutual respect and openness. Significant efforts have been made by the Council in recent years to be more accessible to the media, and it is likely that this has led to the more positive view that was expressed of them. One stakeholder's view was: "They don't put out too much spin and don't hide too much." Both the Mayor and the Chief Executive are readily available to speak with the media, and the Mayor communicates directly with the community through a weekly radio spot.

While the Council is active in promoting regular media releases (one or two per week), the majority of the stories are focused on day-to-day Council matters, without any wider message to the community about the Council's goals. For example, stories about the Taumarunui CBD's revitalisation have focused more on the process and what is being done, rather than linking it to the Council's economic goals. In this regard, some of the media coverage is a lost opportunity to help influence public understanding of what the Council is doing in a strategic sense.

Building good relationships

Māori/Iwi engagement is a particular strength of the Council. Its long-standing Māori District Council initiative is an effective way of providing a role for the four local Māori/Iwi in Council governance. The fact that it has operated for over ten years is a reflection of the value that Māori/Iwi see in it – both as a way for Māori/Iwi to have input into Council issues (ranging from the Long Term Plan to individual consent issues), and as a way for Māori/Iwi to better understand the goals and purpose of local government.

This process of engagement could be strengthened by a programme in Māori protocols and culture, which the Council's staff has identified as a gap in its current internal training.

The Council has targeted its communications and engagement to a range of "special interest" groups, including youth, Māori/Iwi, the business community, Grey Power and the farming sector. It has a high level of visibility within its community through its "River Valley meetings", where staff and councillors visit all the district's small communities over the course of a council term. The Council has also become more visible at business events, as part of fostering a "business-friendly" culture.

Using this kind of direct communication and engagement, rather than more formal written consultation, not only helps strengthen the Council's credibility in the community but also enables more immediate and direct feedback.

Strengths

The Council is active in meaningfully engaging with all sectors of its community in a very "grass-roots" manner.

The "River Valley meetings" and "Māori District Council" are valuable initiatives that could be replicated effectively in other rural districts across New Zealand.

In both their written and oral forms, Council communications are honest and direct.

Areas for improvement

Several of the Council's documents (eg the communications plan) and media releases could be linked better to its "big picture" goals.

The Council's accountability documents (annual plan, annual reports, etc) could be made more accessible to the community through more effective use of key messages, charts and graphs, and infographics.

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