

VALUE FOR MONEY IMPLEMENTATION PROGRESS REPORT

Review:	Communication & Engagement	Flag	GREEN (Overall)
Report Date	27 February 2018	Report Period	December 2017-February 2018

Status Overview for the Review

Communication and Engagement department

The council communication and engagement department has begun work to implement all recommendations and is making significant progress.

Year one efficiency savings have been identified through reduction to operational budget and FTE numbers, including a reduction in print and distribution costs of at least 10%, and an accelerated shift to 'digital first'. Details will be finalised in May as part of the council's FY18-19 business planning process.

Options for year 2 and 3 savings have also been identified, including through commercial partnerships, advertising through Our Auckland print, expansion of the design studio model, and running fewer low priority marketing campaigns. These options are being scoped and developed with further detail available in May. Some savings will require upfront investment to achieve savings in later years. Funding will be sought from council's investment group for FY18-19, with business cases in development.

A new C&E department strategy will determine allocation of parent C&E budget for FY18-19 through clear objectives, investment logic and linkages back to the organisational strategy and mayoral vision. This work will be completed by the end of April as part of the FY18-19 business plan, and will include a new set of KPIs for the department.

A Maori engagement strategy for parent is being developed with supporting work streams.

Council Group

A cross-council working group is leading development of a formal group strategy and plan. This will include consideration of efficiency and procurement savings, effective media and issues management and the shift to digital first.

Scoping work has also begun to identify further efficiency opportunities for year 2 and 3 savings through joint group procurement. Opportunities identified include media monitoring, signage and freelance resource.

A council-CCO working group is considering a response to recommendations in relation to Maori engagement.

Initiative	Start Date	Completion Date	Flag	Work plan achievements
#1 Develop a formal group strategy and plan	January 2018	June 2018		A cross-council working group is leading development of a formal group strategy and plan. An initial meeting was held on 16 January, with a further working session scheduled for 1 March. This will include consideration of effective media relations and issues management; impact and cost effectiveness of campaigns; joint procurement and digital first.
#2 Implement cost efficiency plans	February 2018	August 2018		<p>Work on cost efficiency plans is progressing. Year one efficiency savings will be met through a combination of reduction in FTE (achieved by not filling current vacancies in non-critical roles) and reductions in the operational budget. Options for reducing core operating expenditure currently being investigated as part of the business planning process for FY18-19 include:</p> <ul style="list-style-type: none"> Accelerating the shift from print to digital - including changes to Our Auckland to achieve savings of at least 10% on Our Auckland print and provide more effective engagement and reach from online and print channels More efficient and effective marketing campaigns, including fewer individual campaigns and greater use of cross-promotion and joint or themed campaigns Rationalisation of the Annual Report Research Programme to reflect statutory requirements. Establishing a group-wide pool of freelancers to reduce contractor numbers <p>Beyond year one savings, other significant opportunities to improve value for money are being investigated as part of development of the C&E department strategy, including:</p>

				<ul style="list-style-type: none"> • Further expansion of the design studio model - building on the 37% savings in external agency spend since 2014 through in-housing of BAU design - including provision of services for CCOs • Revenue generation through advertising partnerships for Our Auckland print (with opportunities to expand to digital in the future) • Use of commercial partnerships to improve reach, revenue and impact for key campaigns
#3 Planning Process	January 2018	June 2018		<p>A new C&E department strategy has been developed to drive allocation of parent C&E budget for FY18-19 with clear objectives, investment logic and linkages back to the organisational strategy and mayoral vision.</p> <p>Priority workstreams that will inform budget allocation for FY18-19 include:</p> <p>Know Aucklanders – a review of insights and audience segmentation to inform better targeting and relevance of messages and provide consistent approach to measuring ROI for campaigns</p> <p>Inform & Engage Aucklanders – a single messaging framework to organise and align core messages across council</p> <p>Meet Aucklanders where they are - Development of a single 'go to market' strategy for the organisation, to deliver council messages to target audiences in the right place through an aggressive channel and content strategy with an emphasis on digital first.</p> <p>This work will be completed by the end of April to ensure integration into the department's FY18-19 business plan. Other workstreams underway include opportunities for personalisation of external communications and improved business partner relationships.</p>
#4 Maori Engagement	April 2018	April 2019		A council-CCO working group has been set up to consider and respond to recommendations in relation to maori engagement.
#5 Performance Measures	May 2018	November 2018		A new set of KPIs are being developed as part of the workstreams noted in #3 to measure ROI on campaigns against the C&E department strategy and for inclusion in the department's FY18-19 business plan.
#6 Joint Procurement	May 2018	November 2018		Scoping work has begun to identify opportunities for savings through joint procurement across the group, working with council's procurement team. Initial opportunities identified include media monitoring, signage and freelance resource.

Work Plan Achievements

With reference to the work plan in each action plan:

Flag information

Green - Work will progress as planned, due date will be met or if the due date has been revised it will not affect the project critical path or a dependent project.

Amber - Due date has or will possibly be missed and this may affect the project critical path or a dependent project, or an issue has arisen that may affect this project or a dependent project.

Red - Due date has or will imminently be missed and this will affect the project critical path or a dependent project, or an issue has arisen that will negatively impact this project or a dependent project.

Commentary:

Project comment is required that briefly describes progress made and any issues that have arisen.

All milestones due in the next three months require comment that briefly describes progress made and any issues that have arisen.

If the status is **Amber** or **Red** the comment must include a reason why and what action or suggested action is to be taken.

If the Actual Date varies from the Forecast Date, the comment must include a reason why and what impact it will have on this or a dependent project.

Risk

An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives.

Issue

A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, and request for change, suggestion or off specification raised during a project. Project issues can be about anything to do with the project.