

Yes

No



# Elected Members Survey 2014

Full report (Final, 25/11/14)



# Background & Objectives

*The 2014 Elected Member survey has been conducted to assess satisfaction with the advice and support provided by Auckland Council staff members in terms of:*



Fostering effective governance including provision of quality policy advice



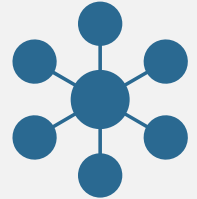
Consultation and engagement



Administrative, induction and development support



Dedicated Elected Member support

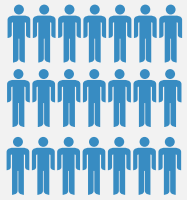


Support from individual council departments and individual CCOs

- ▶ This is the fourth year the survey has been conducted and refined each year. Where possible, comparisons have been made to previous years' results.
- ▶ The findings presented in this report have been based on the ratings provided for each question only. Therefore, there are varying base sizes within the report, dependent on the number of Members who answered each question.
- ▶ Due to the small base size, Governing Body Member data has been presented as whole numbers (n=) rather than percentages (%)

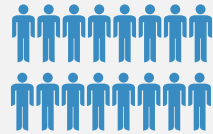
# Method & Sample

INVITED TO TAKE PART



21

COMPLETED



16

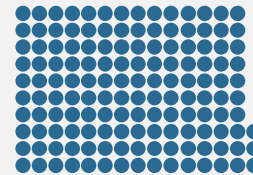
76%

response

(50% response in 2013)



INVITED TO TAKE PART



144\*

COMPLETED



92

64%

response

(67% response in 2013)



The survey was conducted between 1<sup>st</sup> – 26<sup>th</sup> September 2014. Elected Members had the option of completing the survey online or by hard copy

# Overall Satisfaction with Council Staff

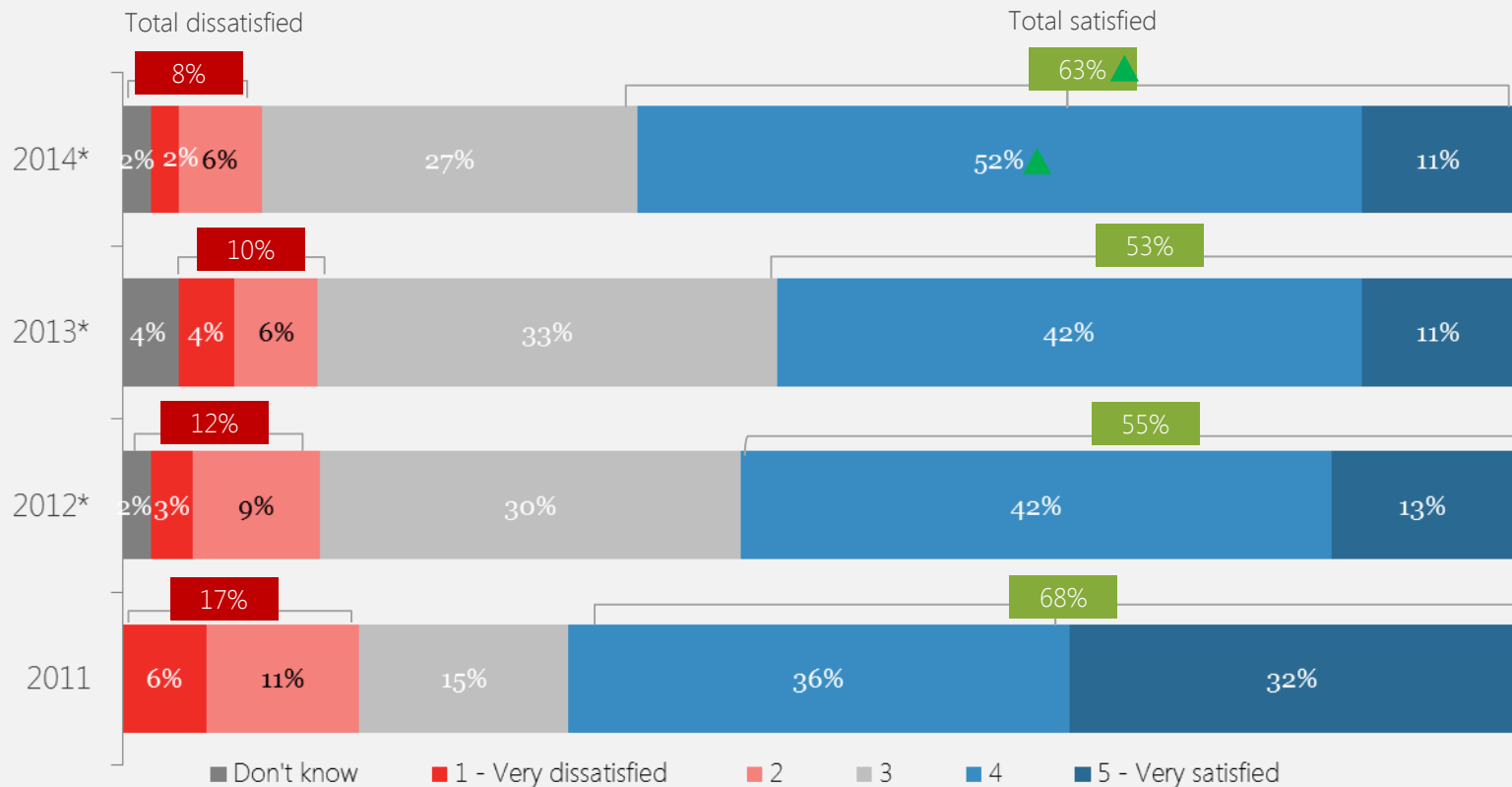
Yes

No



Overall satisfaction with the advice and support provided to Elected Members has significantly improved in 2014.

OVERALL SATISFACTION WITH ADVICE AND SUPPORT: ALL ELECTED MEMBERS



Q24. How satisfied you are with the advice and support provided by council employees overall to you within your current role with Auckland Council?

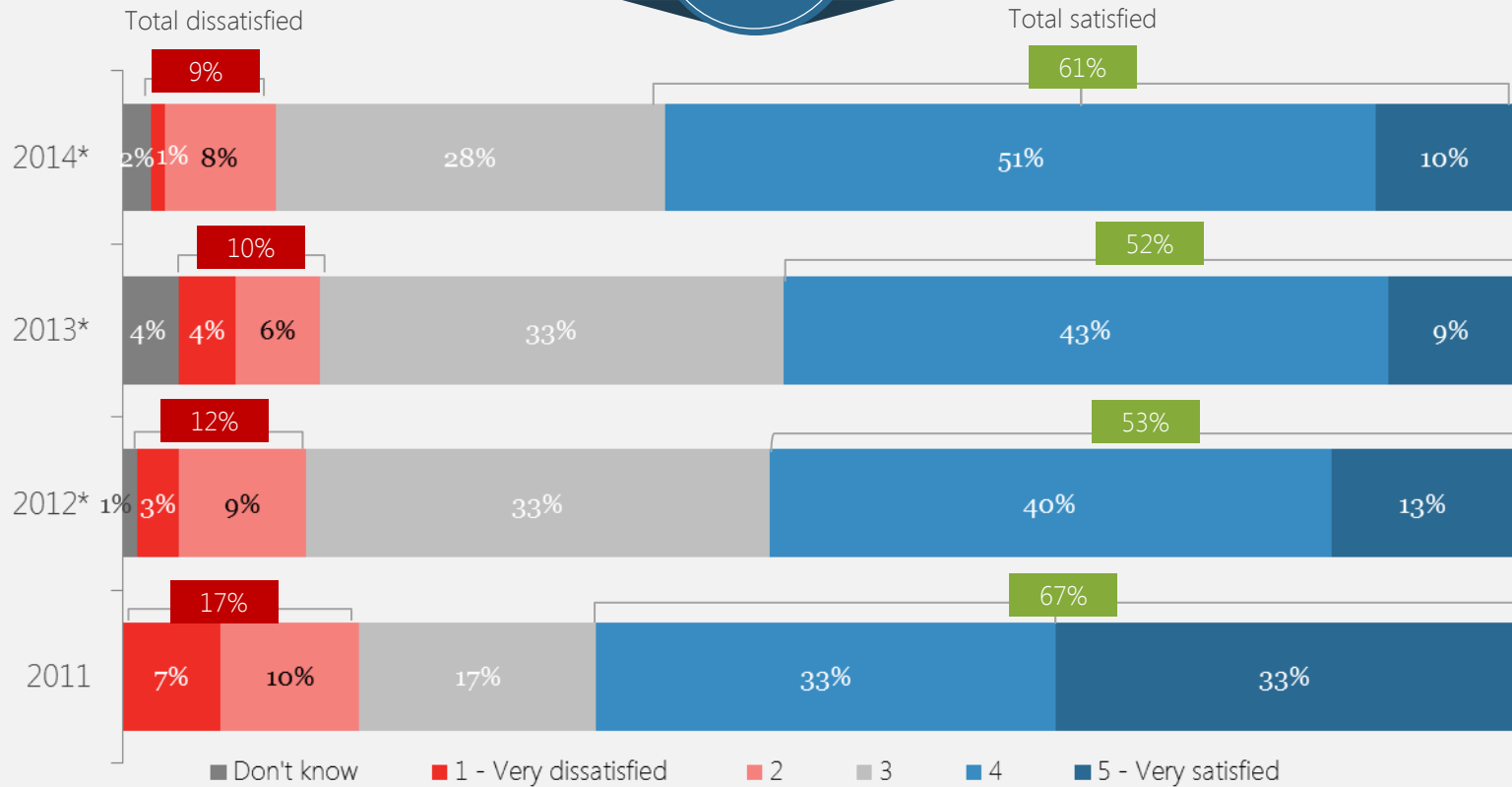
Base: All Elected Members; 2014 (n=108); 2013 (n=106); 2012 (n=97); 2011 (n=47)

\* Due to rounding, percentages do not sum to 100%

▲ Significantly higher/lower than 2013

Overall satisfaction with the advice and support provided to Local Board Members has improved in 2014; 61% are satisfied with the support they've received (up from 52% in 2013), along with a drop in dissatisfaction during the same period.

Overall satisfaction with advice and support



Q24. How satisfied you are with the advice and support provided by council employees overall to you within your current role with Auckland Council?

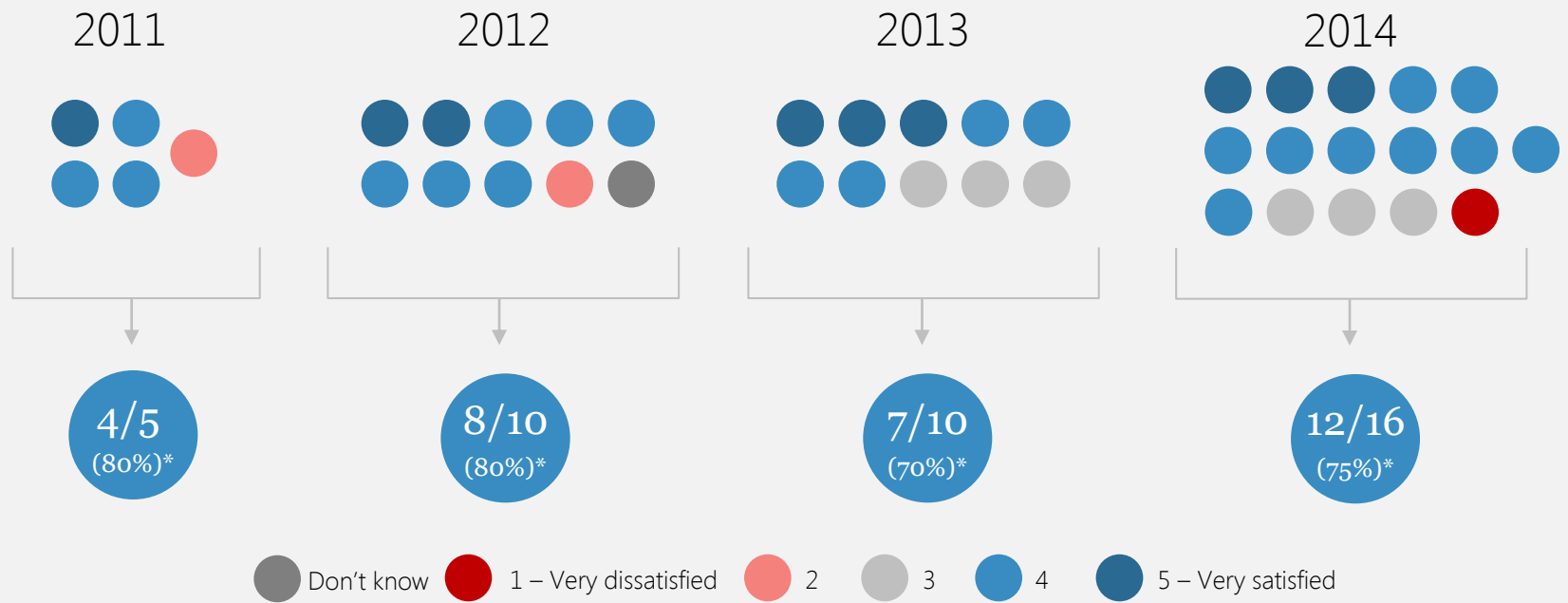
Base: All Local Board Members; 2014 (n=92); 2013 (n=96); 2012 (n=87); 2011 (n=42)

\* Due to rounding, percentages do not sum to 100%

Among Governing Body Members, satisfaction with the support received has also improved in 2014. Only 1 Governing Body Member was dissatisfied with the support in 2014.



TOTAL SATISFIED



Q24. How satisfied you are with the advice and support provided by council employees overall to you within your current role with Auckland Council?

Base: All Governing Body Members; 2014 (n=16); 2013 (n=10); 2012 (n=10); 2011 (n=5)

\* Percentages are shown to demonstrate the year on year change, however due to the small sample size of Governing Body Members, the percentage figures are used for indicative purposes only and should be treated with caution

We have done a Key Driver Analysis\* that looks at the key drivers of overall satisfaction to easily understand what the main priority areas are for improvement vs. the areas with which Elected Members are most satisfied.

# Key Drivers of Satisfaction

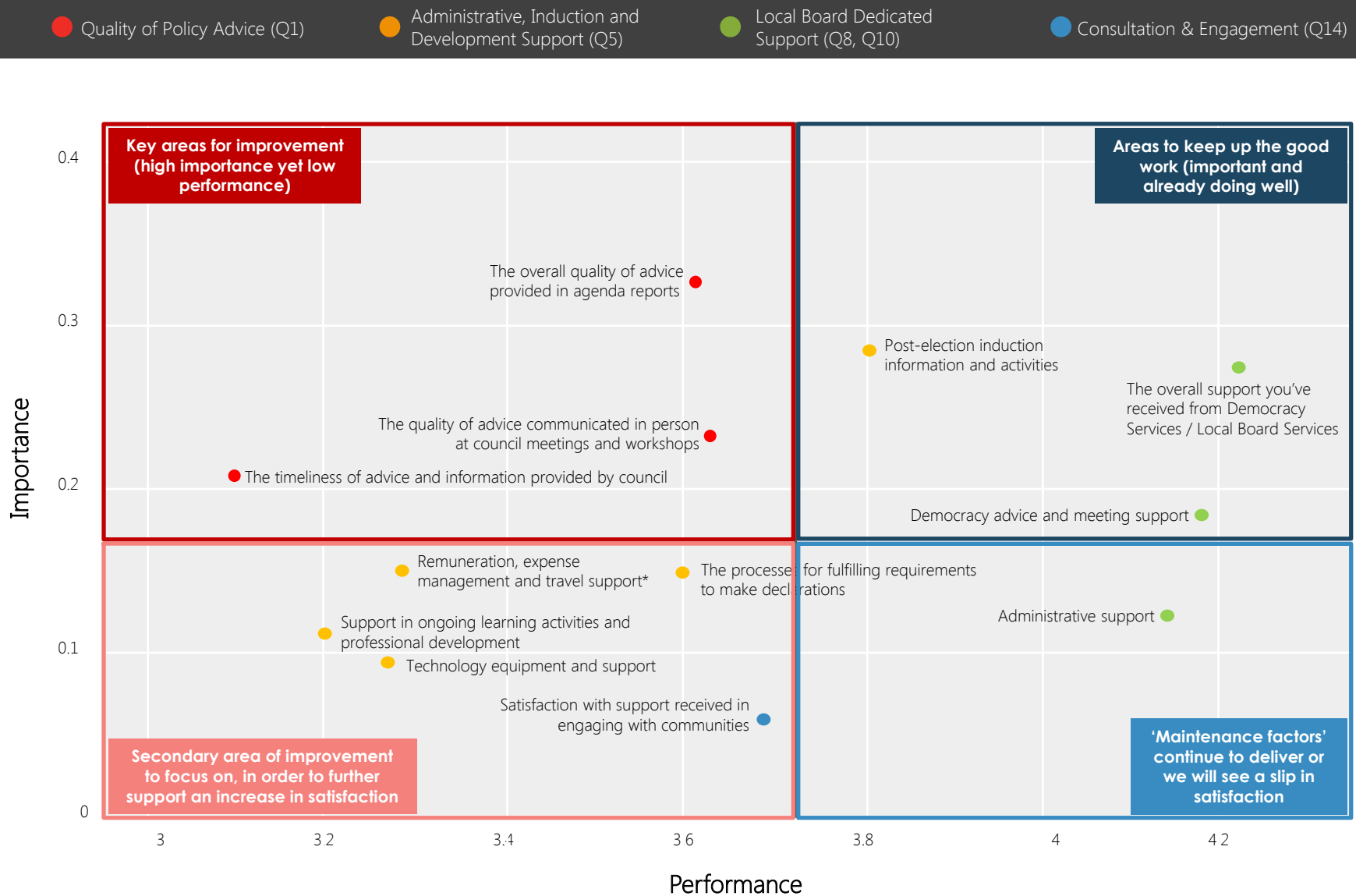


\* The Key Driver Analysis is a measure of the perceived 'performance' of service elements (x-axis) and the relative level of importance of each of these service elements (y-axis). Performance has been measured using mean satisfaction scores. The importance scores have been calculated using a combination of statistical analysis techniques - namely, correlation and regression. By examining these results together, we can establish both the relative level of importance of a given service element, and performance on this same element.



# Determining Priorities for Improvement: All Elected Members

## Key Drivers of Satisfaction



Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)

\*"Remuneration, expense management and travel support" may be skewed by responses related to quantity of pay, rather than process.

# Summary of Overall Support

Overall, there has been a significant increase in satisfaction with the advice and support provided to Elected Members in 2014.

The key priority areas to focus on that will have the greatest impact on improving satisfaction are:

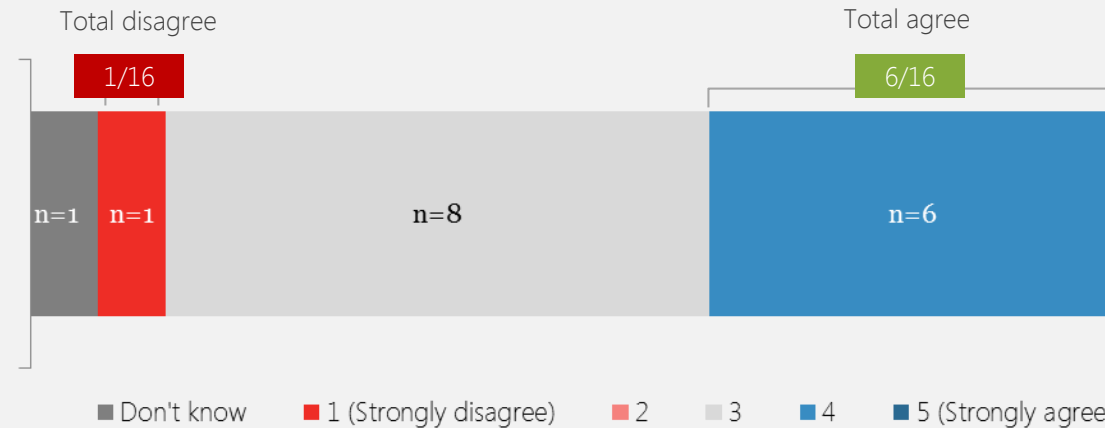
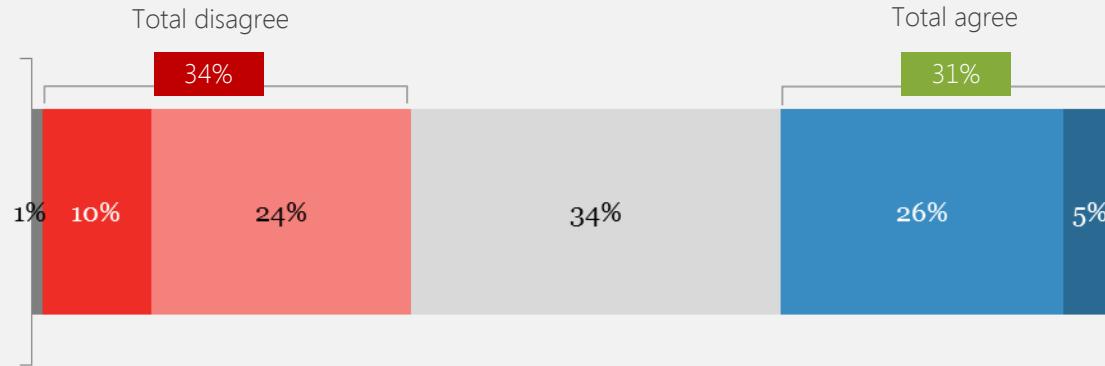
- Better quality of advice provided in agenda reports
- Greater quality of the advice communicated in person at council meetings and workshops
- Improved timeliness of advice and information provided by council

The secondary areas of improvement are:

- Improvements to the remuneration, expense management and travel support systems
- More simplified processes for fulfilling requirements to make declarations
- Greater support for ongoing learning activities and professional development
- Improved, up to date technology equipment and support
- More support to engage with communities

Around one in three Elected Members believe the Auckland Council family is progressing towards performing as a unified organisation.

COUNCIL FAMILY PERFORMING AS A UNIFIED ORGANISATION



Q23. Since you were elected, do you agree that the Auckland Council family (including the Governing Body, Local Boards and CCOs) is progressing towards performing more as one unified organisation?

Verbatim comments made by Elected Members reflect their busy schedules and the desire for fewer and better quality meetings.

Assistance to achieve objectives



**TOO MANY MEETINGS THAT ARE NOT ALWAYS WELL ORGANISED**

Seems that there are a lot more meetings & workshops this term. The rule that Mondays & Fridays would be kept free seems to have been overruled with many workshops now on these days. (Governing Body Member)

It should not be the amount of time we spend at council but the quality of policy advice and the quality of decision-making I am interested in. While we continue to schedule our time in this clumsy way the quality of decision-making will not improve nor will we attract good people to stand for council. (Governing Body Member)

No consideration to time used in travelling for a 1-2 hour meeting in Auckland for outlying local boards, especially in middle of day, whole day sacrificed for one meeting... (LBM)

Diary always jam packed - some more 'free' time to spend within working day to work with PA & general admin team would be nice but that's the nature of job. (LBM)



**IMPROVE THE QUALITY OF MEETINGS SO THEY ARE MORE EFFICIENT AND EFFECTIVE**

Ensure workshops are tightly structured/worthwhile/fully attended so that less are required (and importantly staff time is not wasted) and learning experience maximised. (Governing Body Member)

Many repeat previous meetings and are structured in such a way there is little opportunity to express a view. Just going through the motions. Notice often too short and leads to much rescheduling. (LBM)

Workshops must have depth - otherwise they can be a document to read. Need to start on time and finish on time. (LBM)

I feel that we don't have enough time to debate important LB issues. Our meeting schedule is very tight. Workshops need more time allocated to each presentation. (LBM)

Continued overleaf

Q21. Thinking about how you want to spend your time fulfilling your role and the appropriateness of where the balance of your time is spent (e.g. meetings, time with constituents), is there anything we could do differently to assist you in achieving your objectives?

In addition, the type of decisions to be made, a lack of time, and lack of collaboration are areas that Elected Members would like to see improved.

# Assistance to achieve objectives

## FOCUS GOVERNING BODY DECISIONS AND DISCUSSIONS ON STRATEGIC ISSUES

More high-level governance strategic discussion which includes "futuristic" ideas of an aspirational nature. (Governing Body Member)

I don't think the subcommittees help in terms of keeping discussions strategic. Maybe consider not having them as we have a lot of duplication because any decisions there need to be taken up to COW committees or Governing Body anyway. (Governing Body Member)

## IMPROVING OPPORTUNITIES FOR COLLABORATION WITH OTHER ELECTED MEMBERS

More, regular multi board briefings/meetings would be good. Local Board members seldom meet together otherwise. The meeting chairing/procedures sessions were valuable because of the shared experiences exchanged. (LBM)

There is no built-in time for board members to discuss issues themselves. We get something dished up to us and we just move right along. (LBM)

Working with GB more. Don't need to double up on workshops. (LBM)

We could have more meetings with neighbouring local boards and Governing Body Members to share concerns. (LBM)

## WOULD LIKE MORE FREE TIME TO HELP ACHIEVE THE OBJECTIVES OF THEIR ROLE

Less time in presentations & workshops. More time with constituents. (LBM)

It would be good if we didn't meet every day. As Councillors we are locally elected and need to keep up to date with happenings and people in our wards. Being in the CBD every day makes that a difficult task. (Governing Body Member)

Too little time to research strategic issues and apply personal judgement. (Governing Body Member)

I spend an awful lot of time getting to and from endless meetings, with little time to consolidate my learning, organise my thoughts or discuss them with colleagues. (LBM)

Q21. Thinking about how you want to spend your time fulfilling your role and the appropriateness of where the balance of your time is spent (e.g. meetings, time with constituents), is there anything we could do differently to assist you in achieving your objectives?

While some Elected Members are generally happy with the level of decisions that come to them, others would like more authority to make decisions or more complete information provided to assist in their decision-making.

Appropriateness of decisions to make

**DESIRE FOR MORE DECISION-MAKING RESPONSIBILITY**

We as a board have only a small percentage of decisions and budget coming to us yet represent 120,000 people. It is not co-governance, nor does the AC 'line in the sand' represent true subsidiarity... (LBM)

There should still be greater local decision-making on major local projects i.e. the significance policy which removes major projects from Local Boards should be revised down in terms of heavy handedness. (LBM)

Local boards don't have the power to make top level decisions - it all sits with the governing body. (LBM)

Local boards should have a say in the procurement process, in terms of contractor selection for local works and projects. Local knowledge is relevant here. (LBM)

**DECISIONS SOMETIMES MADE ON LIMITED OR INCOMPLETE INFORMATION**

It can be frustrating when an issue is over digested, regurgitated and back on the plate because more information is not provided or nothing happens from meeting to meeting... (LBM)

Making appropriate decisions is vital on behalf of the community, but its difficult to make those decisions when the information and content is unclear or further enquiries are required before a sound decision can be made. (LBM)

Sometimes things that go to Governing Body or Governing Body committees, without sufficient input from local boards. (LBM)

**GENERALLY HAPPY WITH THE PROCESS AND SUPPORT FOR DECISION-MAKING**

Good level of decision-making. Portfolios assist in speeding this process up. (LBM)

I'm working through my portfolio commitment & I appreciate LB officer support. (LBM)

Meeting decisions are based on good pre-discussion & are clear & timely. (LBM)

**REGIONALISING OF LOCAL ISSUES**

We have little local decision-making capacity as the overarching 'Regional' policy making predetermines the local decisions. (LBM)

Local boards are becoming more 'advocates' than governors. We are progressively regionalising Auckland in a number of areas (e.g. facilities management, parks operations, libraries).(LBM)

Q22. To ensure the effective and efficient use of your time in your governance role, please comment on the appropriateness of the level of decisions that are coming to you at your meetings. Where possible, please give specific examples or experiences relating to this.

Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)  
 NB: Verbatim comments shown are examples relating to the main themes for each question

Verbatim comments from Elected Members around their additional support requirements are largely focused on the need for greater collaboration and support from individual departments.

Additional support to improve performance



**GENERALLY HAPPY WITH LEVEL OF SUPPORT & FEEL SUPPORT HAS IMPROVED**

As a first timer it's been a learning curve. I am enjoying the role of an elected LB member & I feel that at this point I am receiving good support from the council staff I have contact with. Thank you. (LBM)

Hopefully with the move to 135 Albert Street Councillors will have a closer working relationship with CSAs and places to make calls and find material. (Governing Body Member)

For our board we are well served by Local Board Services and our Relationship Manager and his team - they do an awesome job for us. We are fortunate to have a specific dedicated team just to ourselves and what a difference that makes. (LBM)



**WOULD LIKE MORE COMMUNICATIONS SUPPORT**

Councillors are not getting help with 'appropriate' coms e.g. no information in OurAuckland for 2 months. (Governing Body Member)

It would be more helpful to have more communications support particularly with the editorials I am asked to write. (LBM)

The web site is very poor at informing the community of the services and resources that are available; this reflects on us because the public think we do nothing (LBM)

We are desperate to get more social media happening. We have no 'resource' apparently to get our Local Board Facebook page utilised more effectively. We see this as a golden opportunity to engage with a large part of the community. (LBM)



**MORE SUPPORT FROM INDIVIDUAL DEPARTMENTS AND CCOS**

The call centre staff need to receive more training. People call me to fix their issues when the call centre should have been able to help them. (LBM)

I find that as a whole AC is performing as one family, but with some exceptions, mainly being the CCOs. (LBM)

Q25. Are there any areas of support from Auckland Council that you're not currently receiving which would help you to better perform in your role?

Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)

NB: Verbatim comments shown are examples relating to the main themes for each question

Verbatim comments made by Elected Members reflect a range of issues including the need for greater cooperation between teams and a lack of confidence in the Auckland Council Governance model.

### BETTER COOPERATION AND TEAMWORK

Getting all Councillors to work more as a team is important. The fragmentary meeting system means we operate like "ships in the night" instead of being more coordinated and unified in our efforts. (Governing Body Member)

There is a need for more co-ordination of some local services. Issues about rubbish and graffiti on or near parks and roads have led to buck passing between Solid Waste, Parks and AT. (LBM)

Unfortunately departments and CCO's do NOT talk to each other and make decisions in isolation and then we get into trouble because we make a decision only to find out that we didn't have all the relevant information. (LBM)

Would like to see at least quarterly, a combined department meet with Local Board 2-3 hours... still too much solo thinking. (LBM)

### GOVERNING BODY AND LOCAL BOARD MEMBER RELATIONSHIPS STILL NEED IMPROVING

Local Board relationship with Governing Body is still fraught. I think there are still ongoing tensions around delegations. Not sure how we deal with that. Maybe it can develop over time into a healthy tension. (Governing Body Member)

There are some issues with Local Boards that are a bit worrying. For example the role of Governing body to make the final decision when necessary. (Governing Body Member)

Governing Body does not adequately acknowledge that decisions made regionally impact locally so it is vital to consult Local Boards early in the process. (LBM)

### TIMEFRAMES ARE TOO SHORT SO DECISIONS ARE SOMETIMES RUSHED

I feel things are rushed, without enough notice. This is not a staff problem but systems. (LBM)

More time to learn on some issues and of course understand. (LBM)

### BETTER UNDERSTANDING OF THE COUNCIL GOVERNANCE MODEL

There is still a need for improving internal recognition and training around the shared governance model. There remains institutional or organisational ignorance of the respective roles/responsibilities. This leads to frustrations and conflict and ultimately poor productivity and efficiency. (LBM)

There are sadly too many examples of poor understanding and application of the governance model or willingness to listen to direction. (LBM)

Q26. If you have any other comments or suggestions that you would like to make about issues which have not already been raised, please write/type them in the box below



# Quality of Policy Advice

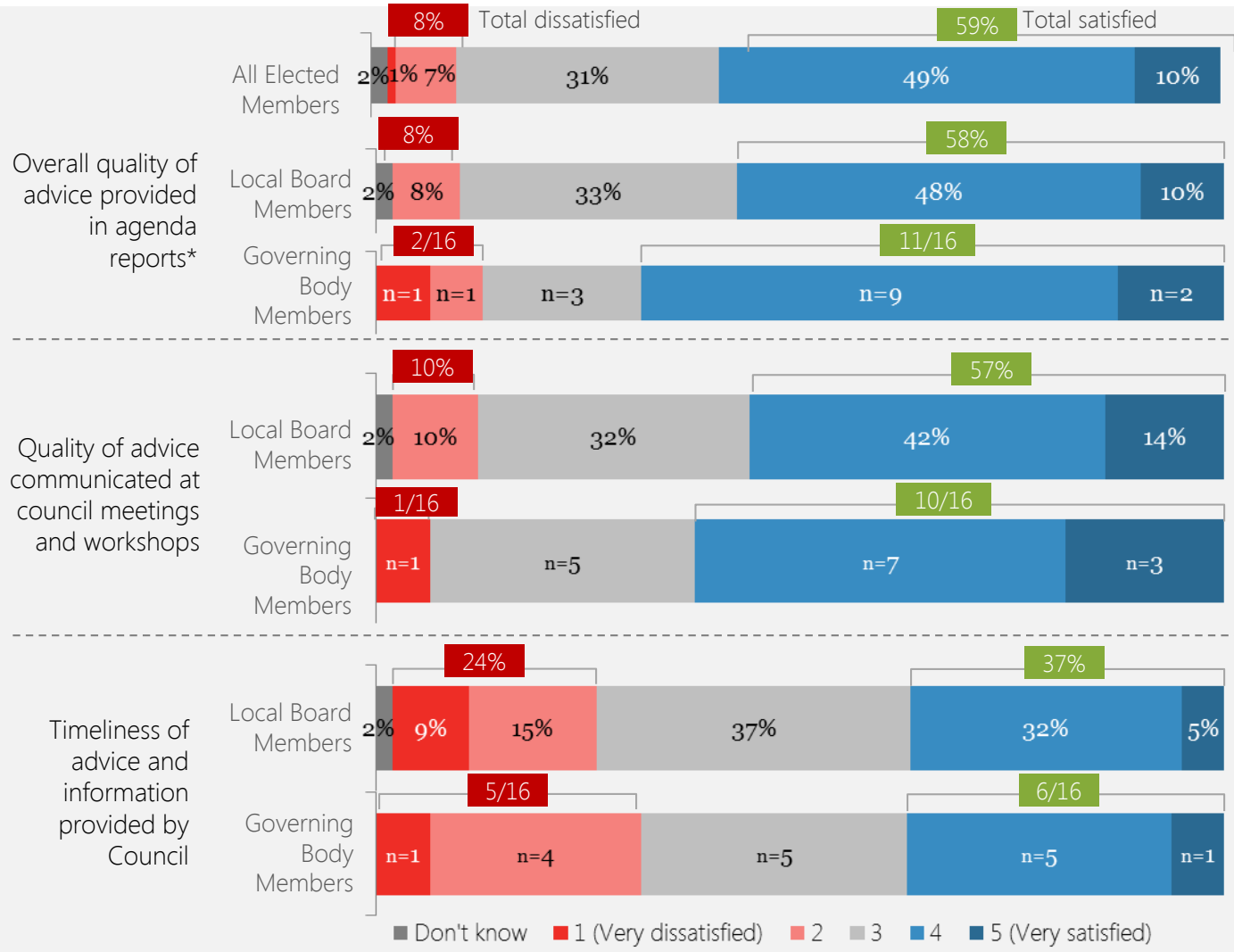
Yes

No



Elected Members are fairly satisfied with the quality of policy advice provided, however the timeliness of information is an area that could be improved.

# Quality of Policy Advice



I have scored in the middle because experience has been very good from some and insufficient from other areas of council (LBM)

Reporting is getting better with less repetition in the content. The only time I struggle is where the report writer isn't present & it's left up to another officer/staff member to speak to that report, they can't often answer questions. (LBM)

Late reports or reports provided on the day of the meeting is unacceptable. (Governing Body Member)

Q1. Thinking about the decisions you make in your role, how satisfied are you with the quality of policy advice you receive?

Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)

\* Due to rounding, percentages do not sum to 100%

Positively, Elected Members who have experienced multiple terms have noticed an improvement in the quality of policy advice compared to previous years, with many verbatim comments reflecting this change.

Change in support compared to 2013



Generally I consider that the policy advice that has been available to the Board this term has improved. I think that this is mainly because all parties are coming to grips with their respective roles. (LBM)



The quality of advice continues to improve since Stephen Town took over as CEO. Previously free and frank contestable policy advice from council officers on important Auckland issues if it contradicted the Mayor's position was absent. (Governing Body Member)

■ Don't know ■ Worsened ■ Remained the same ■ Improved

Q2. Thinking about the policy advice you have received in your role to date, would you say the quality of the policy advice provided to you has improved, remained the same, or worsened over time ?

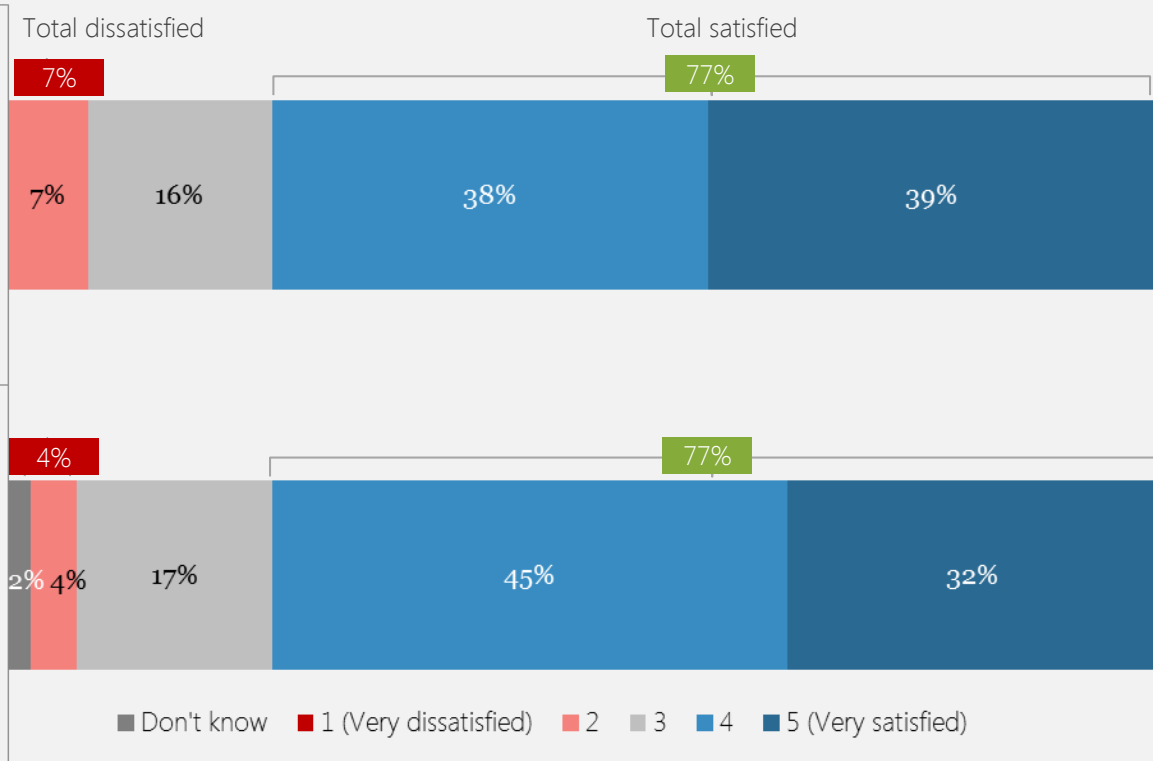
Base: All respondents who have been with council for longer than one term; Local Board Members (n=58); Governing Body Members (n=10)

Local Board Members are generally happy with the support they've received in regards to the Local Board Plan.



LOCAL BOARD MEMBERS

Support provided during the engagement process with the community\*



Q4. Looking specifically at the Local Board Plan, how would you rate your satisfaction with the Local Board Plan process in terms of each of the following areas ...

Base: All Local Board Members (n=92)

\* Due to rounding, percentages do not sum to 100%

Comments made by Elected Members around Policy Advice reflect a sense of overwhelming amounts of information to process, often delayed or with missing information required to make an informed decision suggesting that these are areas for improvement.

Comments around Policy Advice

**CLEARER STRUCTURE  
REQUIRED FOR  
REPORTS AND MEETINGS**

I feel strongly that we are getting similar advice in various meetings i.e. Auckland Development, CCO Review, Regional Policy & Strategy & Infrastructure & Environment. Seems disjointed and many overlaps. (Governing Body Member)

Officers need to come with succinct reports and have recommendations... The Board needs professional advice and direction, not wishy washy ideas that only create more problems. (LBM)

Need to outline at the start of the meeting what the purpose of the meeting is and what they want to get from it. (LBM)

**IMPROVE TIMELINESS OF  
INFORMATION AND  
PROCESS**

Lateness of information. Has to ask for information rather than have it freely available. Not enough information provided. Quality of decision-making suffers and understanding of public. (Governing Body Member)

It takes too long to get summary updates of consultation e.g.. three weeks after local board plan submissions closed we have no summary local board totals. (LBM)

Frequently the local boards are not consulted until the process has been underway for some time and directions are pretty much decided. (LBM)

Frequently we receive relevant papers with very little time before decisions need to be made. (LBM)

Far too much policy being developed at the same time. In overload most of the time. (LBM)

**GENERALLY HAPPY WITH  
THE SUPPORT PROVIDED**

As committee chair I work with a lot of staff. The experience is positive. High job trust environment means I get fearless advice, which is what I value the most. (Governing Body Member)

Generally, I've been very impressed with the level of policy advice, the level of knowledge of staff, the level of evidence presented. (LBM)

Continued overleaf

Q3. What comments or suggestions do you have about the quality of the policy advice you've received from council employees?

In addition, the need for more succinct information and being able to 'close the loop' on issues are areas that Elected Members would like to see improved.

Comments around Policy Advice

**WOULD LIKE MORE CONCISE INFORMATION**

Important to keep reports concise, clear and as simple as possible so average citizen (i.e. average literacy levels) can participate by reading and analysing reports. (Governing Body Member)

The most useful advice is when staff don't re-read their presentation but do a summary of the options and engage in discussion...Succinct, factual, pros and cons are good. (LBM)

Typically, reports need to be briefer and crunchier. Financial and political analysis sometimes lacking. (Governing Body Member)

**NEED TO CLOSE THE LOOP ON ISSUES RAISED**

Too much repetitive information written in expended fashion - volume of reports significantly high to wade through - often don't get answers back in timely fashion - across various departments questions get lost/not replied. (LBM)

Policy advice quality and timeliness seems dependent on what department is presenting and ranges from excellent to very poor. Have found that certain projects especially within the parks portfolio have been stalled through lack of urgency by council staff to bring back information. (LBM)

Even after a portfolio meeting where a clear steer has been given to an officer, they present a report (sometimes several weeks later) at a business meeting that ignores the steer and have not progressed the work. (LBM)

**ISSUES WITH THE QUALITY OF POLICY ADVICE**

Limited comments on significance to Māori in reports makes it sometimes seem like tokenism and a standard by-line about Māori being residents, without addressing the real issues and decisions that would influence and improve Māori outcomes. (LBM)

Some are inaccurate, late or full of mistakes. The signing off person should be accountable for content too!! (LBM)

We have had incomplete or confusing advice from some facilities and leases staff which has resulted in expense, community confusion or having to go back to the drawing board. (LBM)

General lack of acknowledgement of local knowledge. Still coming with a one size fits all, focus and time wasted on re writing to suit. Quality outcomes hard to gain when decision-making is consistently rushed. Still a level of disconnection and not listening. (LBM)

Officers...generally do not provide a list and advice of all practicable options to be considered (as required by the LGA) and are poor at integrating advice from other parts of council. (LBM)

The people giving the workshop information are not briefed up to standard and it seems the officers are going through the motion of informing the local boards. (LBM)

Unbiased reporting with facts and professional opinion works best for me when making decisions. (LBM)

Q3. What comments or suggestions do you have about the quality of the policy advice you've received from council employees?

# Summary of Policy Advice

Overall, Elected Members are fairly happy with the quality of policy advice they've received from council staff and most have noticed an improvement in the level of support compared to last year. However, there is a sense that the quality of policy advice varies across council.

There are some aspects of policy advice that Elected Members would like to see improved:



Policy Advice needs to be clear and concise for Elected Members to evaluate and read. Ensuring the information provided is accurate, and contains full information including practical options, recommendations and professional advice would assist them in their decision-making duties



Timeliness of information is a pain-point for Elected Members, with information sometimes received after long delays or too late to feed into their plans or decision-making. There is a sense that simple information should be readily available and Elected Members should not have to ask multiple times to request information they require



More efficient running of meetings is an area of frustration for some Elected Members. There is a desire for council staff to be mindful of their busy schedules when setting up meetings, and ensure meetings are structured, and run, with a clearly defined purpose identified and decisive actionable outcomes achieved.

# Consultation & Engagement

Yes

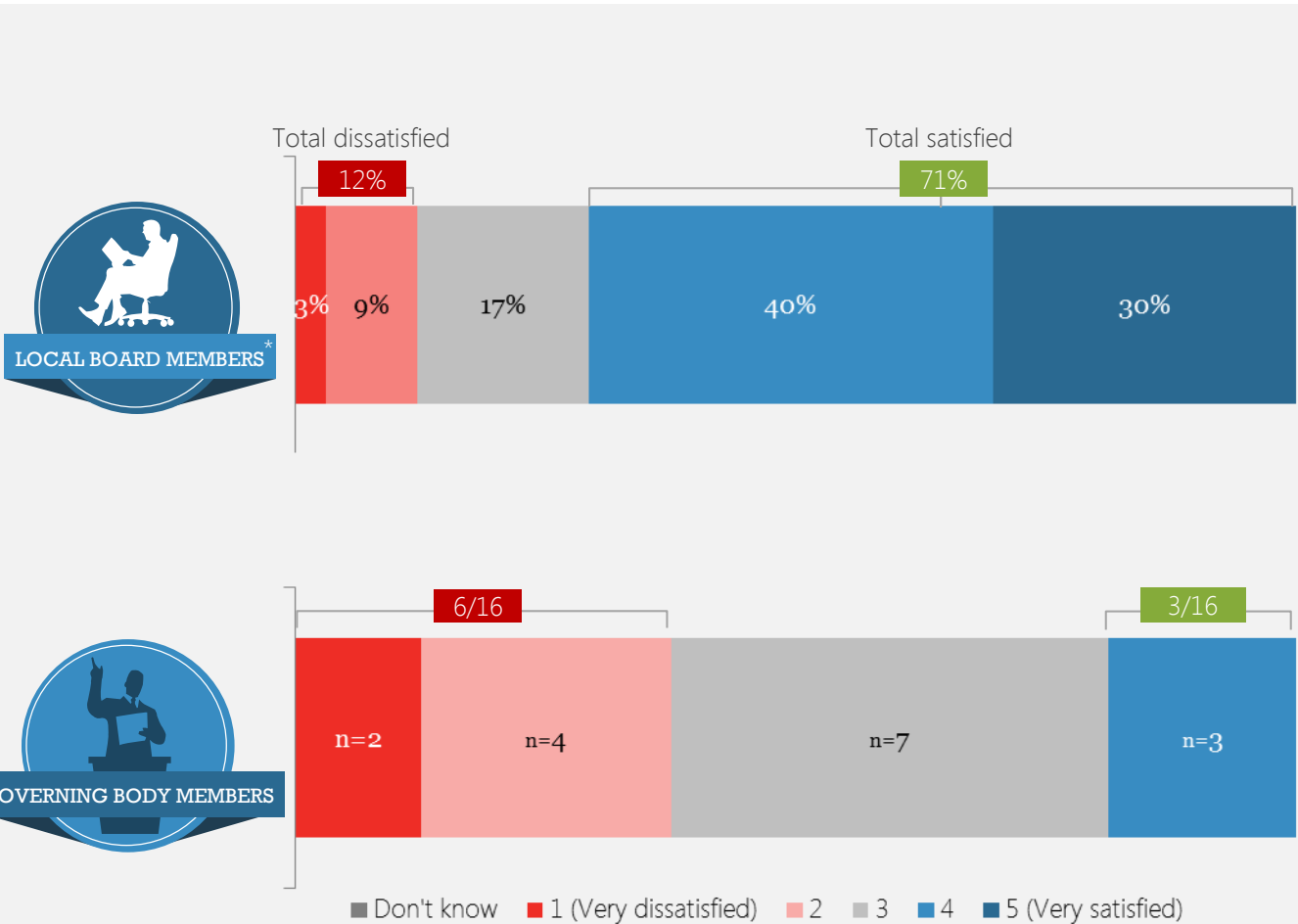
No





Local Board Members are highly satisfied with the support they've received to engage with the community. In contrast, Governing Body Members are less satisfied and mention a lack of support in this area.

Support to engage with communities



I have been pleased at the response from staff across various areas to come and talk to the community about a particular topic to help educate or work on a solution. Sometimes this is out of work hours. (LBM)

The OurAuckland articles we now have has been a good start but the plans/processes around GB members interfacing with community seems negligible. We'd be invisible very easily. (Governing Body Member)

Q14. How would you rate your satisfaction with the support you have received in engaging with communities to increase their participation with and understanding of Auckland Council?

Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)

\* Due to rounding, percentages do not sum to 100%

Elected Members appreciate the efforts of support staff to engage with communities but are often frustrated with finding the best way to engage with the community.

**GENERALLY HAPPY WITH COMMUNITY ENGAGEMENT & CONSULTATION**

Local Area Plan meetings for Bethells Beach have been outstanding in their execution. Staff very polished and always happy to have Councillors along to be part of these. (Governing Body Member)

Our board really spread its wings with LBP engagement & consultation. With the great support from DS it was well regarded by our community and a real success. (LBM)

Our engagement advisor has developed a strong and productive working relationship with our external community development partner. As a result we have had excellent engagement events that have delivered a quality and depth of feedback to inform our decisions (LBM)

**NEED MORE EFFECTIVE WAYS TO ENGAGE WITH THE COMMUNITY**

We consult too much in AC. Consultation fatigue. Citizens are further removed from the process at the moment - little people get lost. Definite room to improve. (Governing Body Member)

Council staff do not want to engage with community. Faux at best. (LBM)

There seems to be a disjoint between the board and the wider public. We do have some very active communities, and some excellent relationships, but I'm not sure we're always listening to them as closely as we could be. (LBM)

**WOULD LIKE NEW WAYS TO ENGAGE WITH THE COMMUNITY**

Engagement 'clinics' with Crs in the neighbourhood, supported by CSAS, would be valuable. (Governing Body Member)

I believe we should be encouraged to involve the community far more than we do currently. (LBM)

**UNDER RESOURCING LIMITS ABILITY TO FULLY ENGAGE WITH THE COMMUNITY**

More resources & capacity to fully interconnect with local communities & businesses. (LBM)

Despite the increase in resourcing here, we largely have to lead this ourselves. Inconsistent, not well planned, under-resourced. (LBM)

**MORE LOCALLY DESIGNED ENGAGEMENT**

Fortunately for our board we live in a small island community where we know each other. This makes community engagement a lot easier. (LBM)

Site, local based engagement works. Good support at local west level for this. But larger consultation support too generic. (LBM)

Q15. What comments or suggestions do you have in relation to the support you have received regarding consultation and community engagement processes with the wider community?

# Summary of Consultation & Engagement

There is a sense of frustration with Elected Members' ability to engage with local communities. While they appreciate this is a complex task that people are doing their best to achieve, they would like additional support in:



Developing a better understanding of their local communities and how best to engage with them



Implementing communication systems that they feel would make a difference e.g. social media.



Developing and implementing engagement activities that are less 'forced' and structured in a way that involves Elected Members and the community

# Administrative, Induction and Development Support

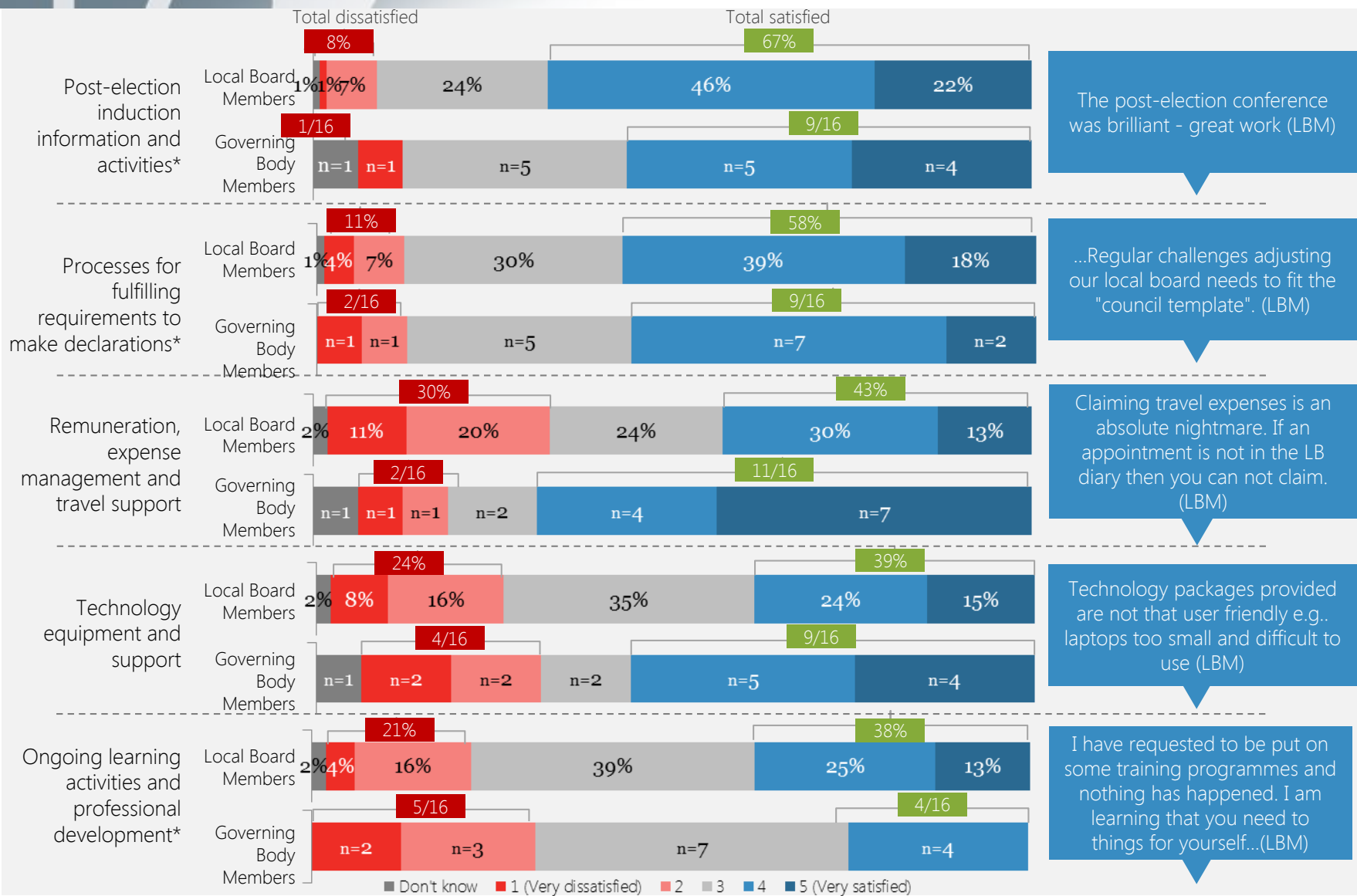
Yes

No



# Administrative, Induction & Development Support

Generally, Elected Members value the administration and induction support they receive, however verbatim comments mention a range of issues with technology and the need for better devices e.g. phones, laptops. Elected Members in their roles for multiple terms are significantly more satisfied with the processes for fulfilling requirements to make declarations, and ongoing learning activities, compared to those in their first term.



The post-election conference was brilliant - great work (LBM)

...Regular challenges adjusting our local board needs to fit the "council template". (LBM)

Claiming travel expenses is an absolute nightmare. If an appointment is not in the LB diary then you can not claim. (LBM)

Technology packages provided are not that user friendly e.g.. laptops too small and difficult to use (LBM)

I have requested to be put on some training programmes and nothing has happened. I am learning that you need to things for yourself...(LBM)

Elected Members mention a number of different training and development opportunities that would assist them in their roles. These are largely based around gaining a better understanding of the council organisation and operation.

Improving professional development activities

**NEED FOR MORE GOVERNANCE TRAINING**

More help with governance, meeting protocol, and communication would be useful. (LBM)

Need more governance training and difference between governance and management. (Governing Body Member)

More practical assistance in the first year, then higher level governance stuff once we have settled into our roles. (LBM)

There is no ongoing support to assist people with governance. If there is, it's not communicated well. (LBM)

**TRAINING ON STANDING ORDERS AND CHAIRING MEETINGS**

Refreshers on Standing Orders could be useful mid-term, especially where chair and deputy chair are new or there is a large number of new members on the Local Board. (LBM)

...All members should be encouraged to attend a session on chairing meetings and standing orders. At the moment this is just offered to chairs and deputies but all members would benefit from this training (and it would assist with the smooth running of meetings if members understand the role of the chair). (LBM)

**BETTER UNDERSTANDING OF COUNCIL FINANCES**

More on governance & operational and training on major issues like - rates - resource consenting - finance policies - bylaws. (LBM)

More knowledge in the financial space because of the complexity of council's finances. (Governing Body Member)

**TRAINING OFFERED AFTER HOURS**

I have been to a number of courses but it would be helpful as a chair that new members be offered courses in the evenings as many local board members are working during the day and are unable to attend courses they require. (LBM)

Q7. What comments or suggestions do you have in relation to professional development activities that would help you better perform in your role as a decision maker?

Base: All respondents; Local Board Members (n=92); Governing Body Members (n=16)  
 NB: Verbatim comments shown are examples relating to the main themes for each question

# Summary of Administrative, Induction and Development Support

Overall, Elected Members value the induction support they receive and feel it is a good introduction to their role. To further support their role, Elected Members would like:



Technology that is fit for purpose, and helps Elected Members operate as efficiently as possible



Additional training on council's Governance and chairing meetings, as well as external professional development opportunities relevant to their role

# Dedicated Elected Member Support

Yes

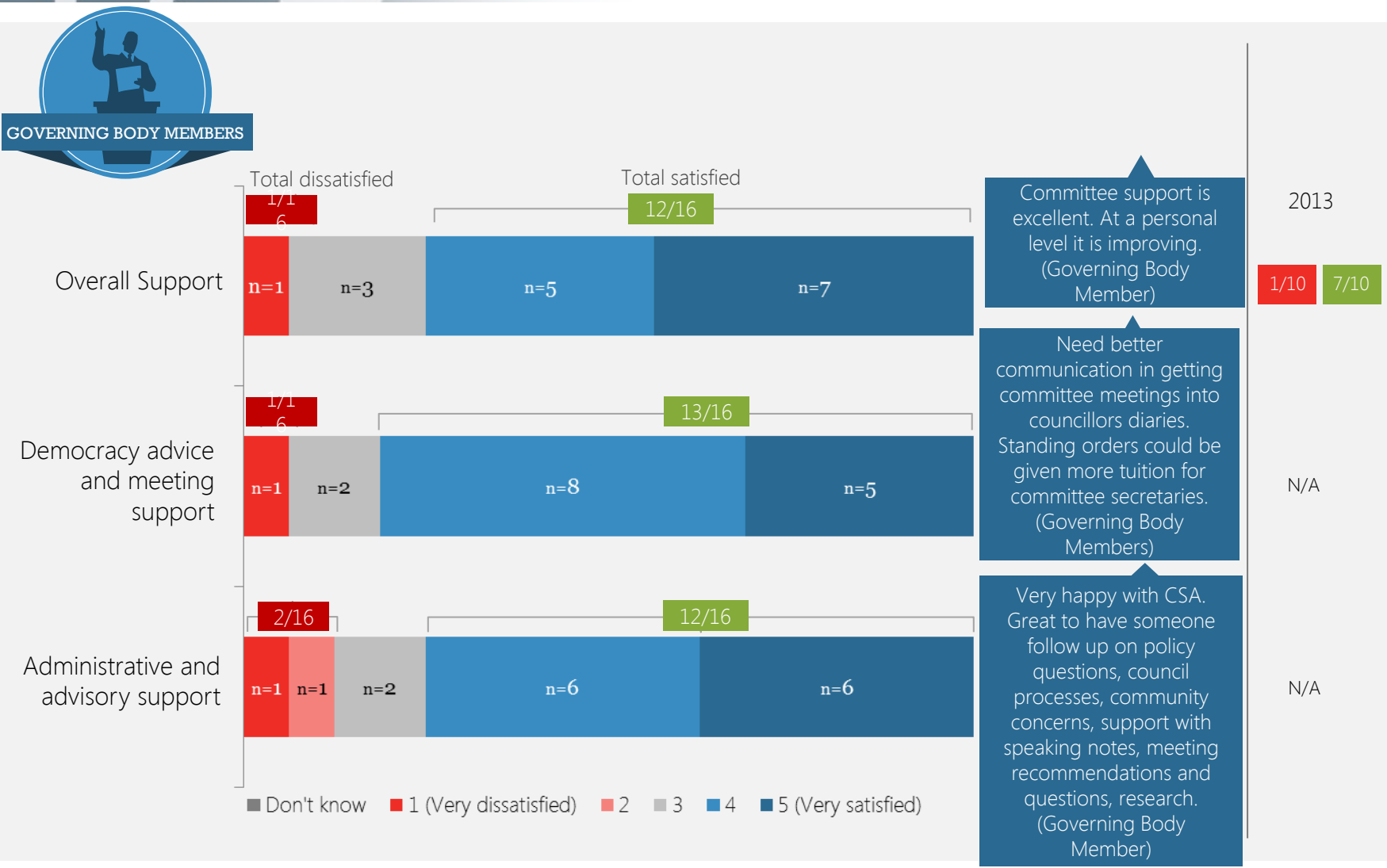
No





Governing Body Members are very happy with the support they've received from Democracy Services, aside from a few minor issues regarding the need for more efficient meeting support.

Democracy Services Support



Q8. Thinking about the support you've received from Democracy Services since the beginning of the electoral term, how would you rate your satisfaction with...

Base: All Governing Body Members (n=16)

Satisfaction with Local Board dedicated support has significantly improved in 2014. Verbatim comments made by Local Board Members reflect issues linked to staff turnover and recognise the high workload of Local Board Services. There is also a varying quality of support relating to engagement and administrative support seen across different local boards.

# Local Board Services Support



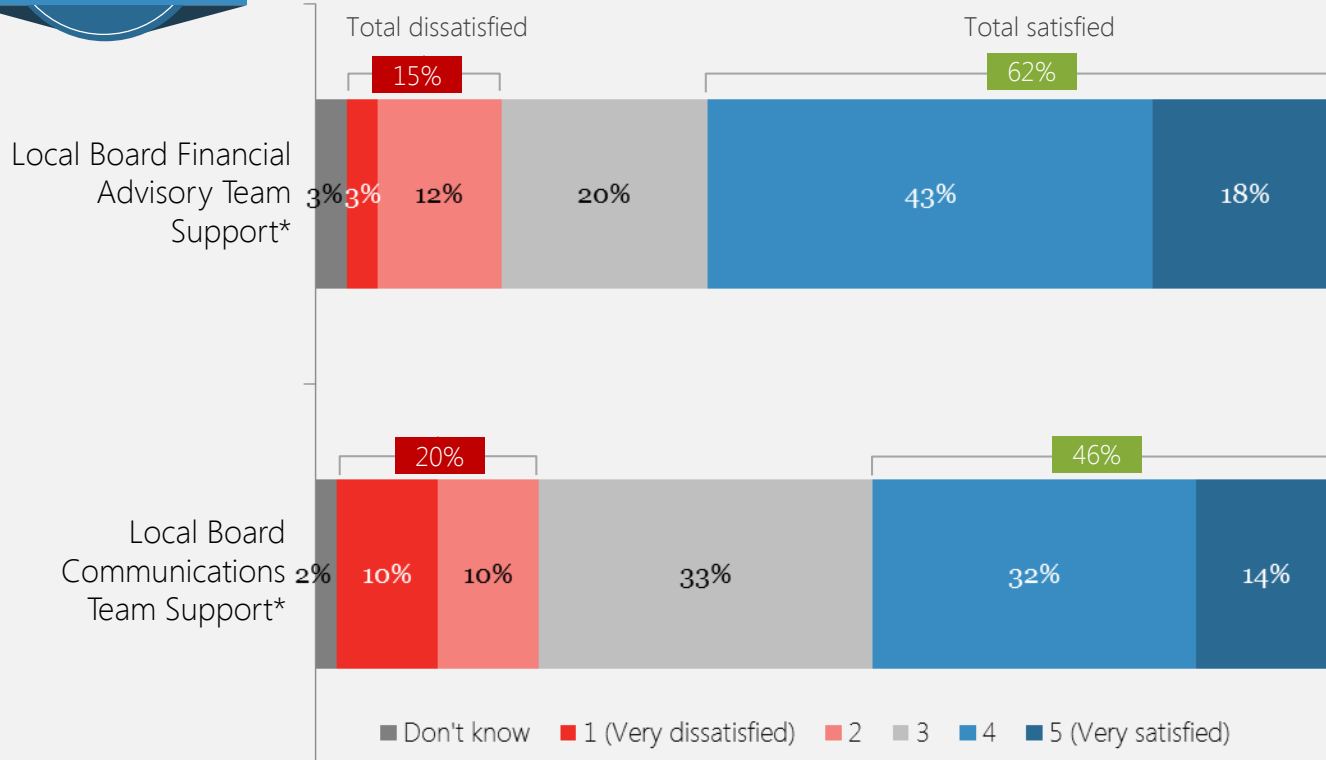
Q10. Thinking about the dedicated support you've received from the Local Board Services department since the beginning of the electoral term, how would you rate your satisfaction with...

Base: All Local Board Members (n=92)

\* Due to rounding, percentages do not sum to 100%

▲ Significantly higher/lower than 2013

Less than half Local Board Members are satisfied with the Local Board Communications Team support. Comments regarding the Local Board Financial Advisory team reflect an improvement in support but acknowledge that the quality and timeliness of the budgetary information they are able to provide needs to improve.



Q12. Thinking about the dedicated support you've received from the Local Board Financial Advisory team and the Local Board Communications team since the beginning of the electoral term, how would you rate your satisfaction with ...

Base: All Local Board Members (n=92)  
 \* Due to rounding, percentages do not sum to 100%

# Summary of Dedicated Elected Member Support

Positively, improvements in the level of support from Democracy Services and Local Board Services has been noticed by Elected Members, with a high level of satisfaction in 2014.

While support staff are valued by Elected Members, areas identified for improvement include:



More efficient scheduling of meetings would increase efficiency among Elected Members



There is variation in satisfaction across the engagement and administrative support teams, with some local boards receiving a more consistent level of support



Better support from Communications and Finance Advisory teams

# Support from Council Departments

Yes

No



Satisfaction with Libraries remains high among Elected Members, particularly among those who have been in their role for more than one term.

Support from Council Departments

TOTAL SATISFIED (Top 2 Box)



LOCAL BOARD MEMBERS



GOVERNING BODY MEMBERS\*

	2013**	2014	2013**	2014
Libraries	82%	77%	92%	80%
Parks, Sport and Recreation	68%	74%	89%	77%
Environmental Strategy and Policy	43%	62%	75%	47%
Infrastructure and Environmental Services	49%	61%	72%	64%
Regional and Local Planning	49%	57%	74%	50%
Licensing and Compliance	51%	56%	73%	64%
Finance	35%	49%	89%	63%
Resource Consents	39%	49%	59%	53%
Legal Services	45%	47%	79%	60%
Community Development, Arts and Culture	44%	45%	75%	50%
Economic Development	32%	43%	73%	40%
Auckland Strategy and Research	31%	40%	72%	46%
Civil Defence	59%	37%	94%	82%
Te Waka Angamua / Māori Strategy and Relations	25%	36%	58%	54%
Housing Office	N/A	30%	N/A	43%

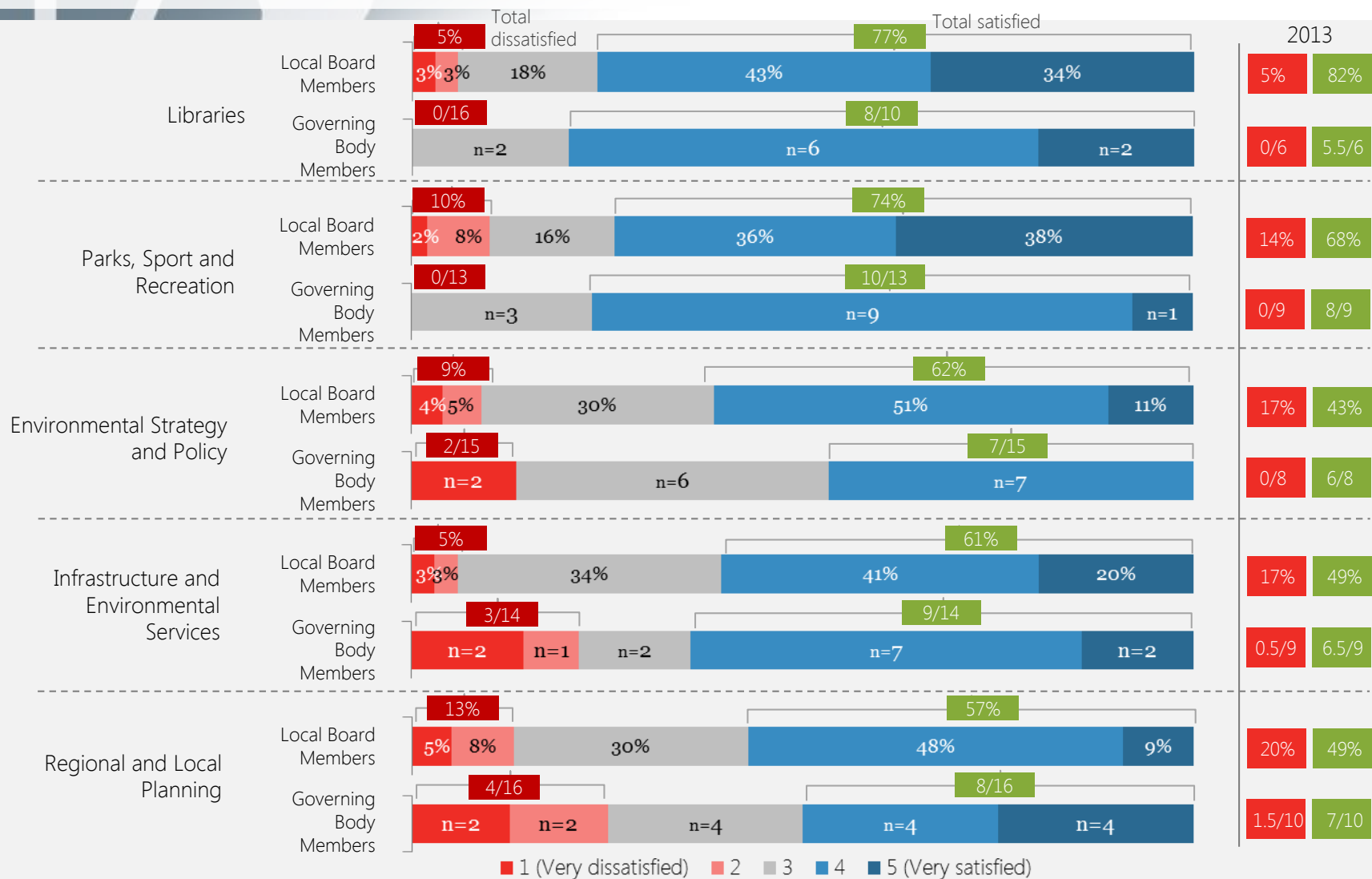
NB: Small base size of Governing Body Members

Q16. How would you rate your satisfaction with the overall support that you have received from the following council departments since the beginning of the electoral term ?

Base: All respondents excluding Don't Know; Local Board Members (n=53-86); Governing Body Members (n=10-16) \*\* NB In 2013 Elected Members were asked to rate their satisfaction with each department in terms of the delivery of projects and services, and the quality of advice and information. In 2014, Elected Members were asked to rate their satisfaction with the overall support received from each department. The two ratings from both questions asked in 2013 have been aggregated to provide an overall rating to compare with 2014, and are therefore are not directly comparable. \* Due to the small sample size of Governing Body Members, percentages are used for indicative purposes only and should be treated with caution

Satisfaction with Libraries and Parks, Sport and Recreation remains high among Elected Members. Satisfaction with Environmental Strategy and Policy, and Infrastructure and Environmental Services have both shown strong improvements compared to last year.

Support from Council Departments

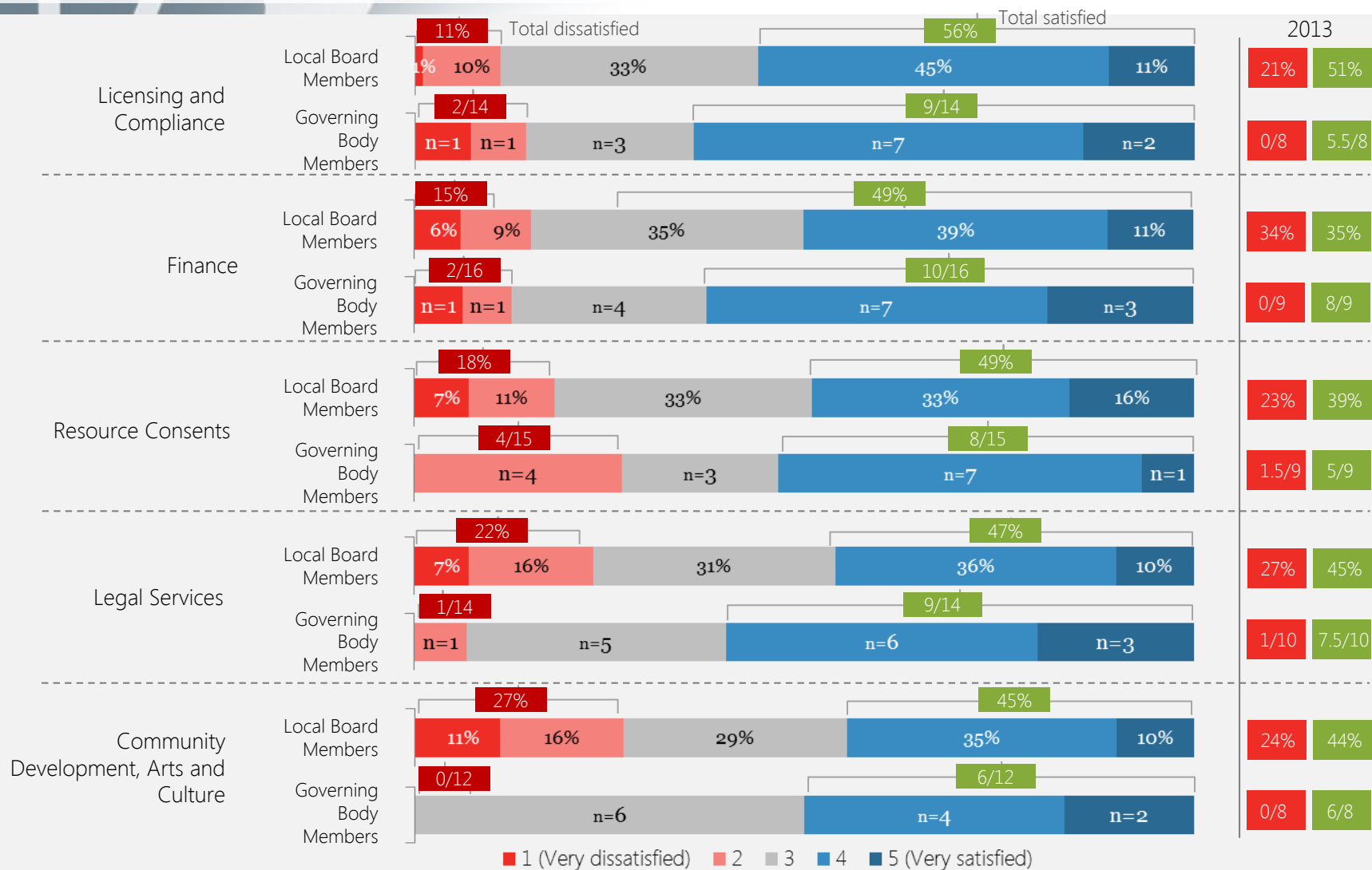


Q16. How would you rate your satisfaction with the overall support that you have received from the following council departments since the beginning of the electoral term ?

Base: All respondents excluding Don't Know; Local Board Members (n=53-86); Governing Body Members (n=10-16) \* NB In 2013 Elected Members were asked to rate their satisfaction with each department in terms of the delivery of projects and services, and the quality of advice and information. In 2014, Elected Members were asked to rate their satisfaction with the overall support received from each department. The two ratings from both questions asked in 2013 have been aggregated to provide an overall rating to compare with 2014.

Satisfaction with the support provided by Finance, and Resource Consents has improved by more than 10% among both Local Board Members and Governing Body Members in 2014, compared to last year.

Support from Council Departments



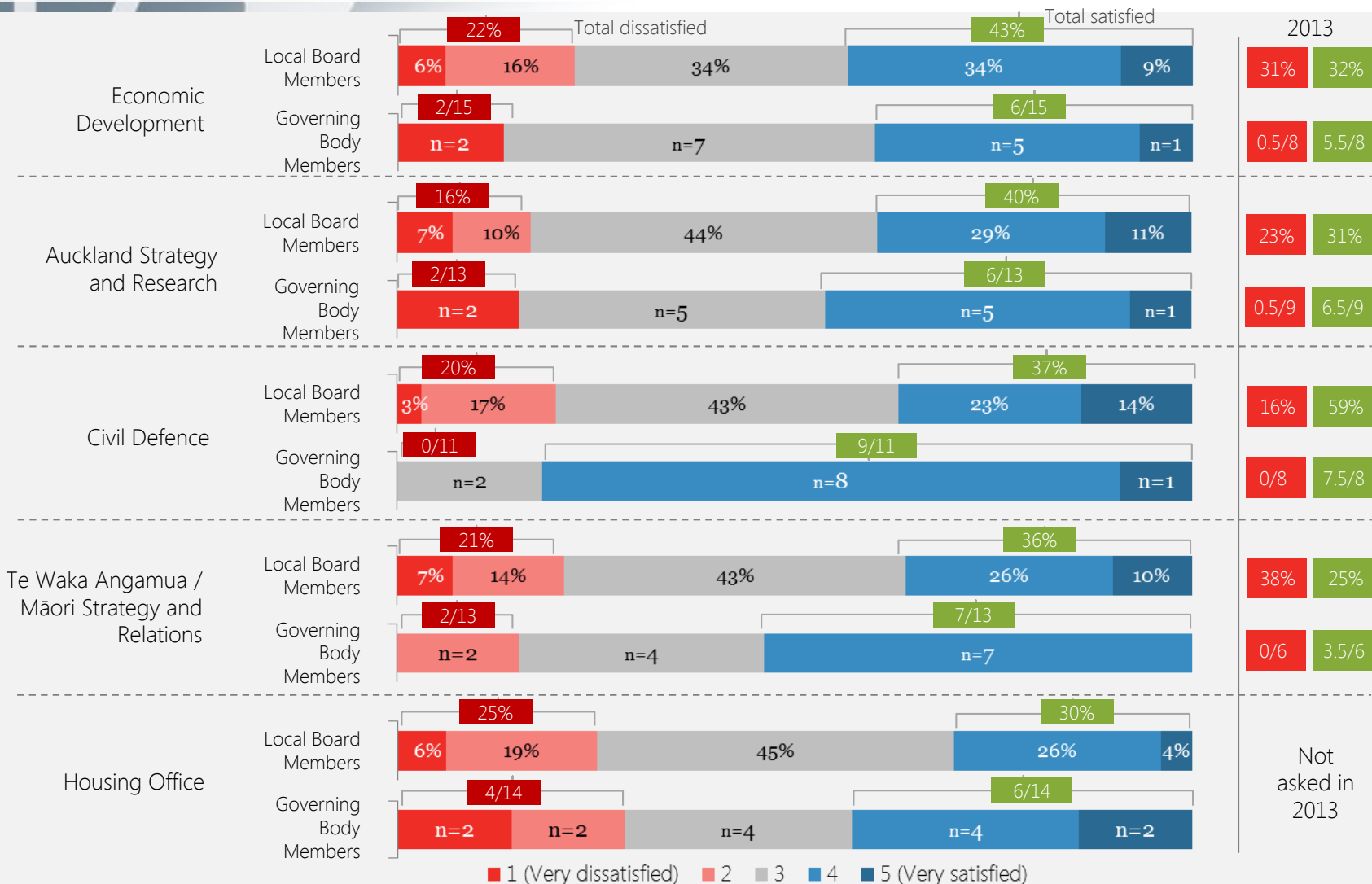
Q16. How would you rate your satisfaction with the overall support that you have received from the following council departments since the beginning of the electoral term ?

Base: All respondents excluding Don't Know; Local Board Members (n=53-86); Governing Body Members (n=10-16) \* NB In 2013 Elected Members were asked to rate their satisfaction with each department in terms of the delivery of projects and services, and the quality of advice and information. In 2014, Elected Members were asked to rate their satisfaction with the overall support received from each department. The two ratings from both questions asked in 2013 have been aggregated to provide an overall rating to compare with 2014.



Although satisfaction remains low with the support provided by Economic Development and Te Waka Angamua, both departments have noticeably improved their support compared to last year.

# Support from Council Departments



Q16. How would you rate your satisfaction with the overall support that you have received from the following council departments since the beginning of the electoral term ?

Base: All respondents excluding Don't Know; Local Board Members (n=53-86); Governing Body Members (n=10-16) \* NB In 2013 Elected Members were asked to rate their satisfaction with each department in terms of the delivery of projects and services, and the quality of advice and information. In 2014, Elected Members were asked to rate their satisfaction with the overall support received from each department. The two ratings from both questions asked in 2013 have been aggregated to provide an overall rating to compare with 2014.

Verbatim comments from Elected Members reflect the variation in satisfaction with support provided by individual council departments.

## Support from Council departments

### GOOD SUPPORT RECEIVED FROM INDIVIDUAL DEPARTMENTS

Economic Development understand pace that projects need to move at. I know if we start a project there will be a conclusion in a timely manner. Digital Engagement – it's refreshing to work with people who are thinking ahead and have a can do attitude. (LBM)

The arts team have been wonderful to deal with - proactive, creative, collaborative. the Libraries were great during the Unitary Plan engagement - but completely scuttled by their poor computer equipment... (LBM)

Legal team have been excellent in helping to make financial settlements for issues we have had in the West with individual people. Often complex and sensitive, handled very well with satisfaction for all parties without council being overly disadvantaged. (Governing Body Member)

### SOME DEPARTMENTS ARE SLOW TO RESPOND

Responses are largely based upon reaction time to a request and the accuracy of that response. (Governing Body Member)

Still waiting on the promised cost of growth study required for the unitary plan as one example. (Governing Body Member)

### DELAY IN THE DELIVERY OF PROJECTS

Delivery of projects disappointing. Actions rather than words. Too much silo - lost the one stop shop approach. (LBM)

Have had situations where property staff have seemed to be very slow at signing off business plans for projects that have been approved and this had led to unacceptable delays. (LBM)

We need more resources in the project delivery area to meet our communities expectations. (LBM)

Q17. What comments or suggestions do you have about the support that you have received from specific council departments both in terms of advice and delivery of projects?

# Summary of Support from Council Departments

There is a great sense of inequality with the support received from various council departments, and even within each department, the Elected Members experience can be vastly different depending on who they had contact with.



Satisfaction with the support provided by Libraries and Parks, Sport and Recreation remains high among Elected Members, with mentions of people within departments going out of their way to ensure the requested information is delivered



Improved support is required from certain departments, including responding to requests in a timely manner, and providing better quality information in what they send to Elected Members

# Engagement from CCOs

Yes

No

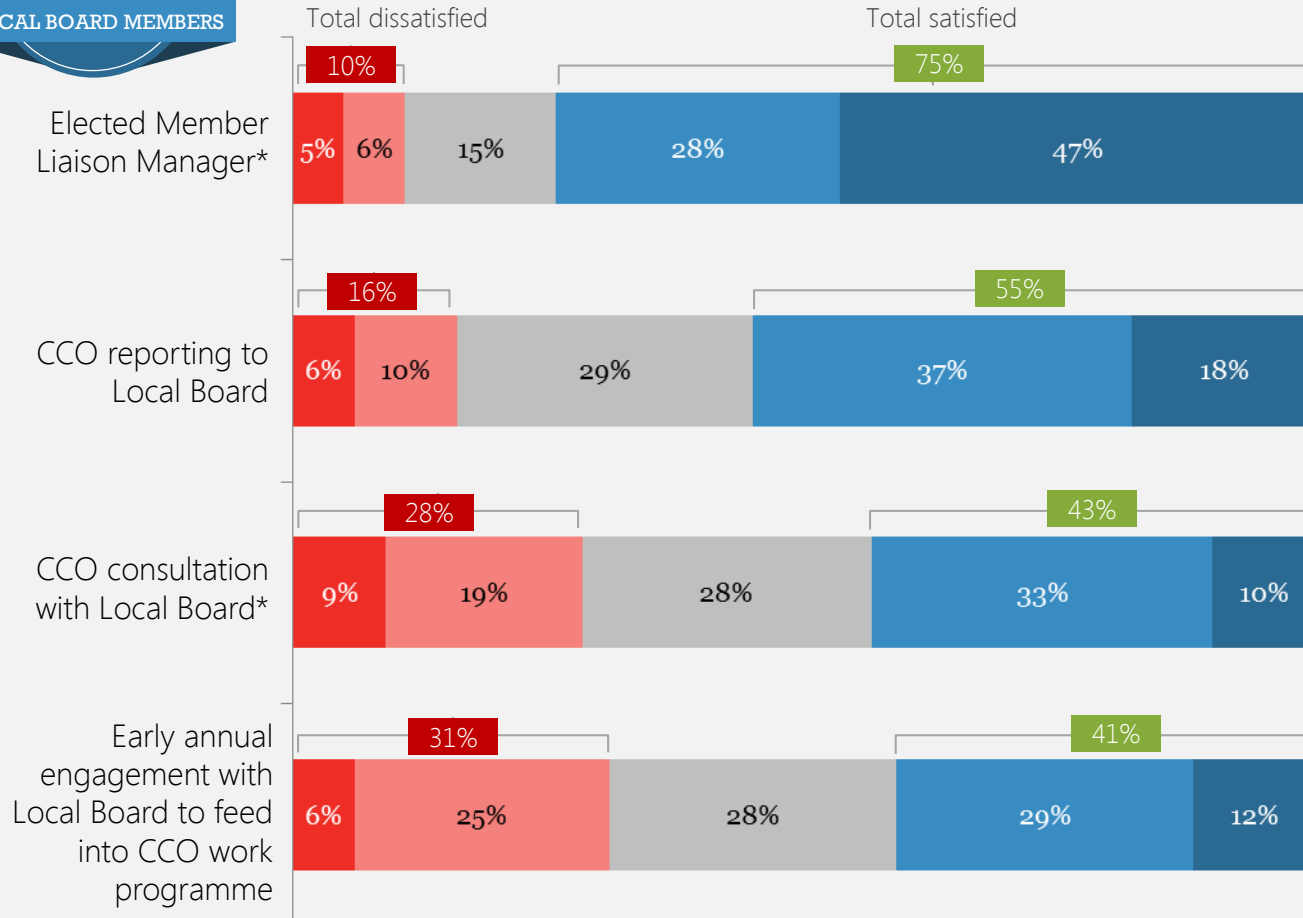




Overall, Local Board Members are satisfied with their Liaison Manager at Auckland Transport, however earlier annual engagement in advance of annual plan rounds so that local boards can feed into CCO work programmes, and greater consultation are areas that could be improved.



LOCAL BOARD MEMBERS



Q19a. How would you rate your satisfaction with the engagement from Auckland Transport in terms of...

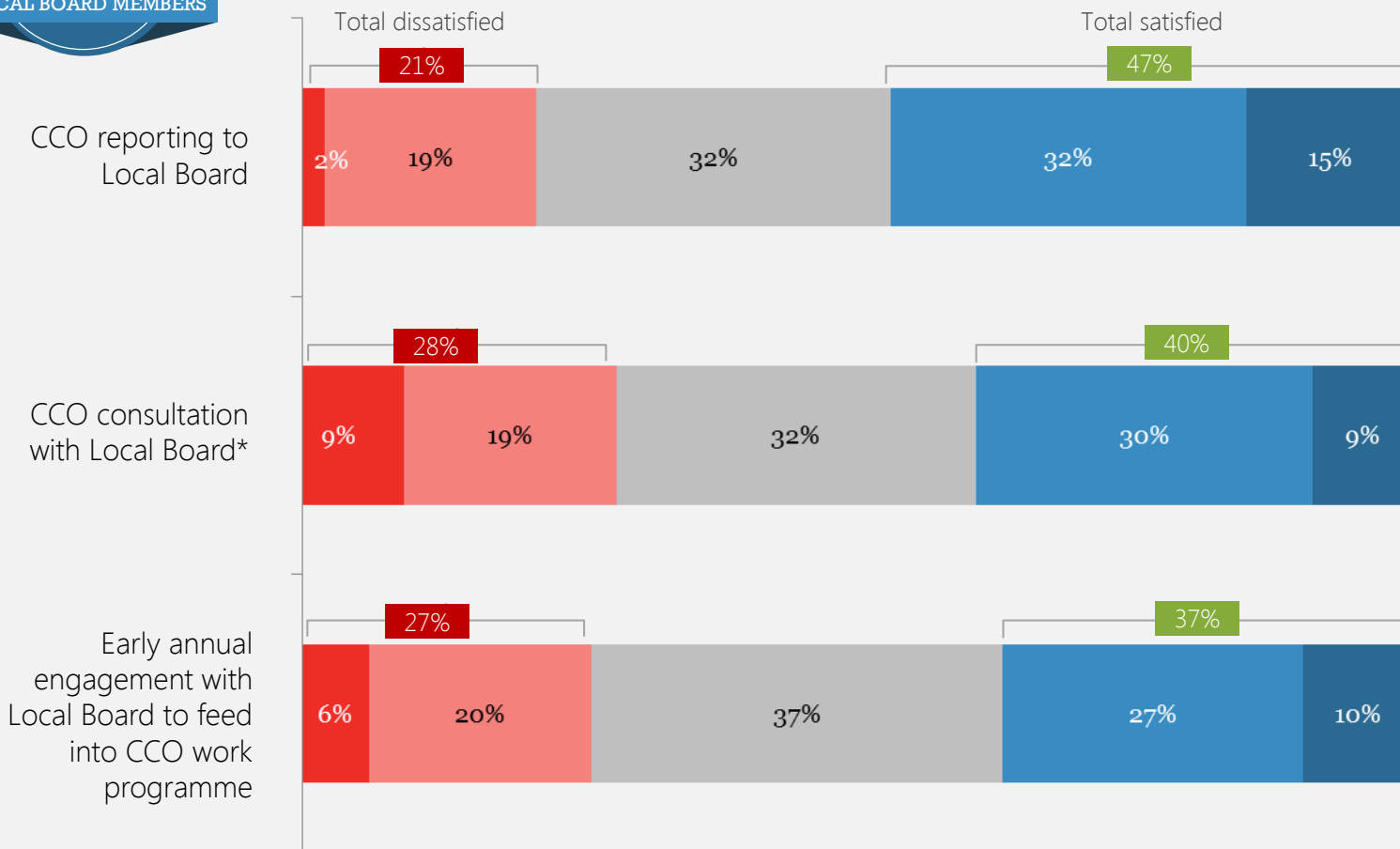
Base: All Local Board Members who have had involvement with Auckland Transport, excluding Don't Know (n=85-88)

\* Due to rounding, percentages do not sum to 100%

Less than half Local Board Members are satisfied with their engagement with Watercare, especially around annual engagement, and consultation with Local Boards.



LOCAL BOARD MEMBERS



Q19b. How would you rate your satisfaction with the engagement from Watercare Services in terms of...

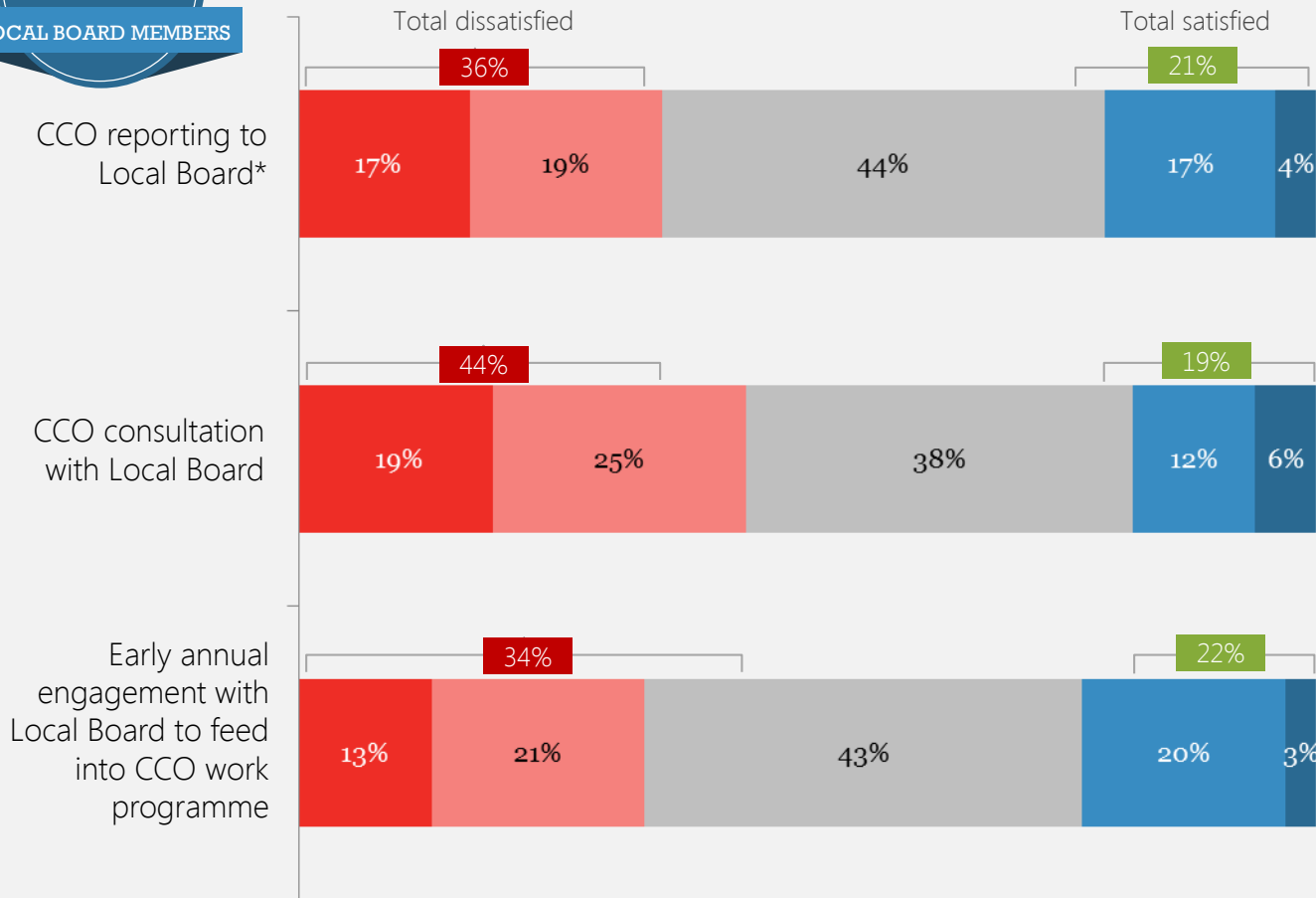
Base: All Local Board Members who have had involvement with Watercare Services, excluding Don't Know (n=49-53)

\* Due to rounding, percentages do not sum to 100%

Satisfaction among Local Board Members around their engagement with ATEED is low, and around two in five feel neutral about their dealings with ATEED suggesting that a shift is required for them to be satisfied. Verbatim comments reflect a lack of interest from ATEED in Local Board issues, such as hosting events out of the central city.



LOCAL BOARD MEMBERS



Q19c. How would you rate your satisfaction with the engagement from Auckland Tourism, Events and Economic Development (ATEED) in terms of...

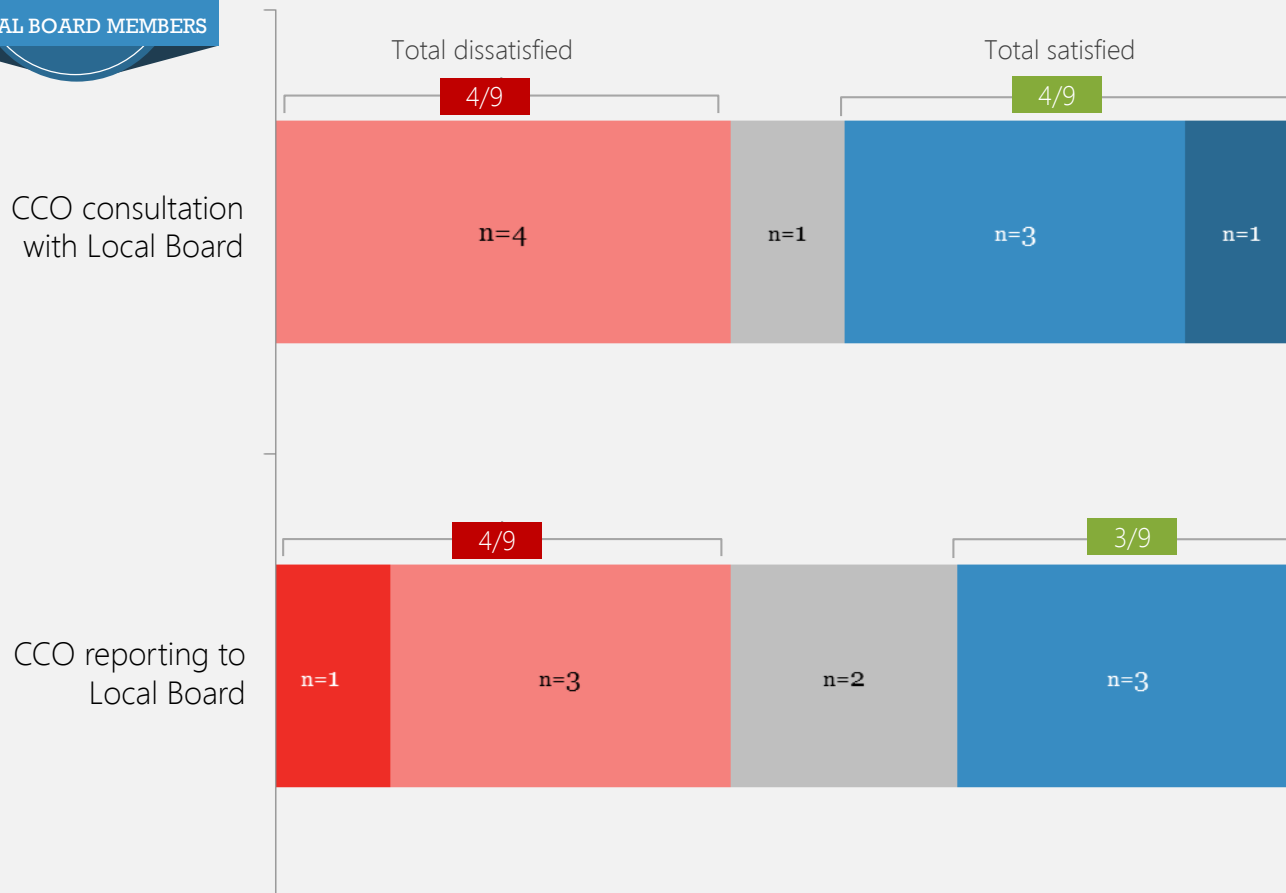
Base: All Local Board Members who have had involvement with ATEED, excluding Don't Know (n=76-80)

\* Due to rounding, percentages do not sum to 100%

Among Local Board Members in Waitemata, Orakei and Devonport-Takapuna, around half are satisfied with the consultation and reporting from Waterfront Auckland.



LOCAL BOARD MEMBERS



Q19d. How would you rate your satisfaction with the engagement from Waterfront Auckland in terms of...

Base: All Local Board Members from Waitemata, Orakei or Devonport-Takapuna Local Boards who have had involvement with Waterfront Auckland, excluding Don't Know (n=9)

Results reported as fractions due to small sample sizes of Local Board Members from these boards.

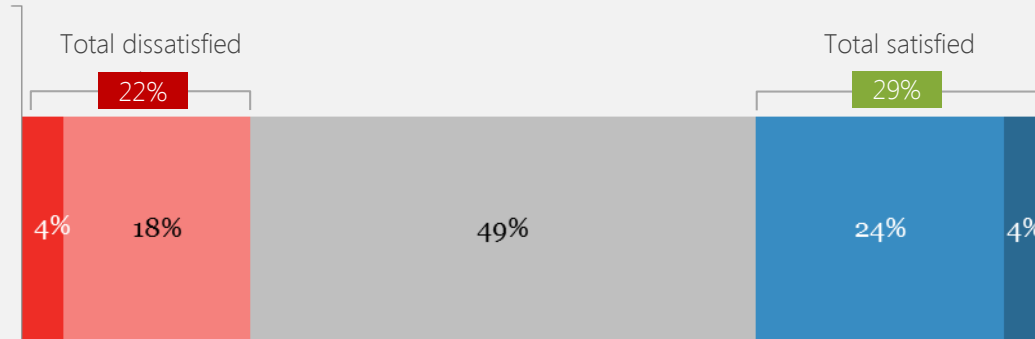


Around one in four Local Board Members are satisfied in their dealings with Regional Facilities Auckland, however most rate the support provided as average/neutral, potentially indicating that there are mixed experiences, or room for improvement.

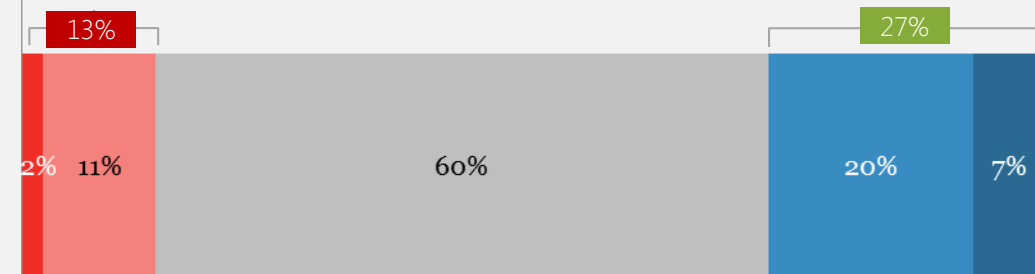


LOCAL BOARD MEMBERS

CCO consultation with Local Board\*



CCO reporting to Local Board



Q19e. How would you rate your satisfaction with the engagement from Regional Facilities Auckland in terms of...

Base: All Local Board Members who have had involvement with Regional Facilities Auckland, excluding Don't Know (n=45)

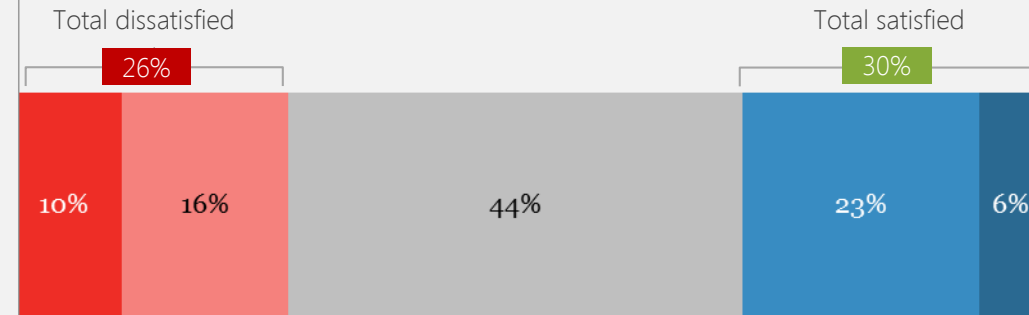
\* Due to rounding, percentages do not sum to 100%

One in three Local Board Members are satisfied with the level of consultation and reporting received from Auckland Council Property Ltd.

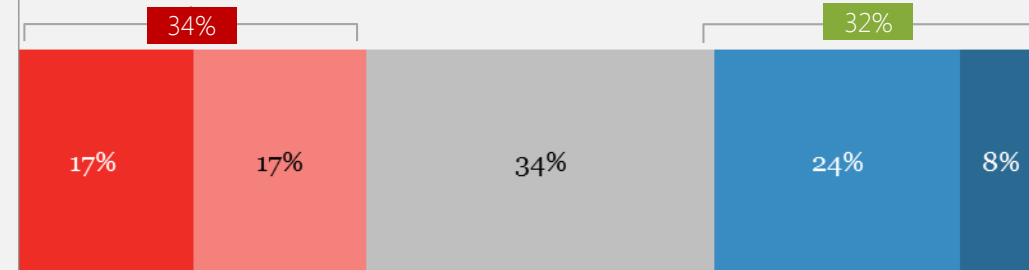


LOCAL BOARD MEMBERS

CCO reporting to Local Board\*



CCO consultation with Local Board\*



Q19f. How would you rate your satisfaction with the engagement from Auckland Council Property Ltd in terms of...

Base: All Local Board Members who have had involvement with Auckland Council Property Ltd, excluding Don't Know (76-77)

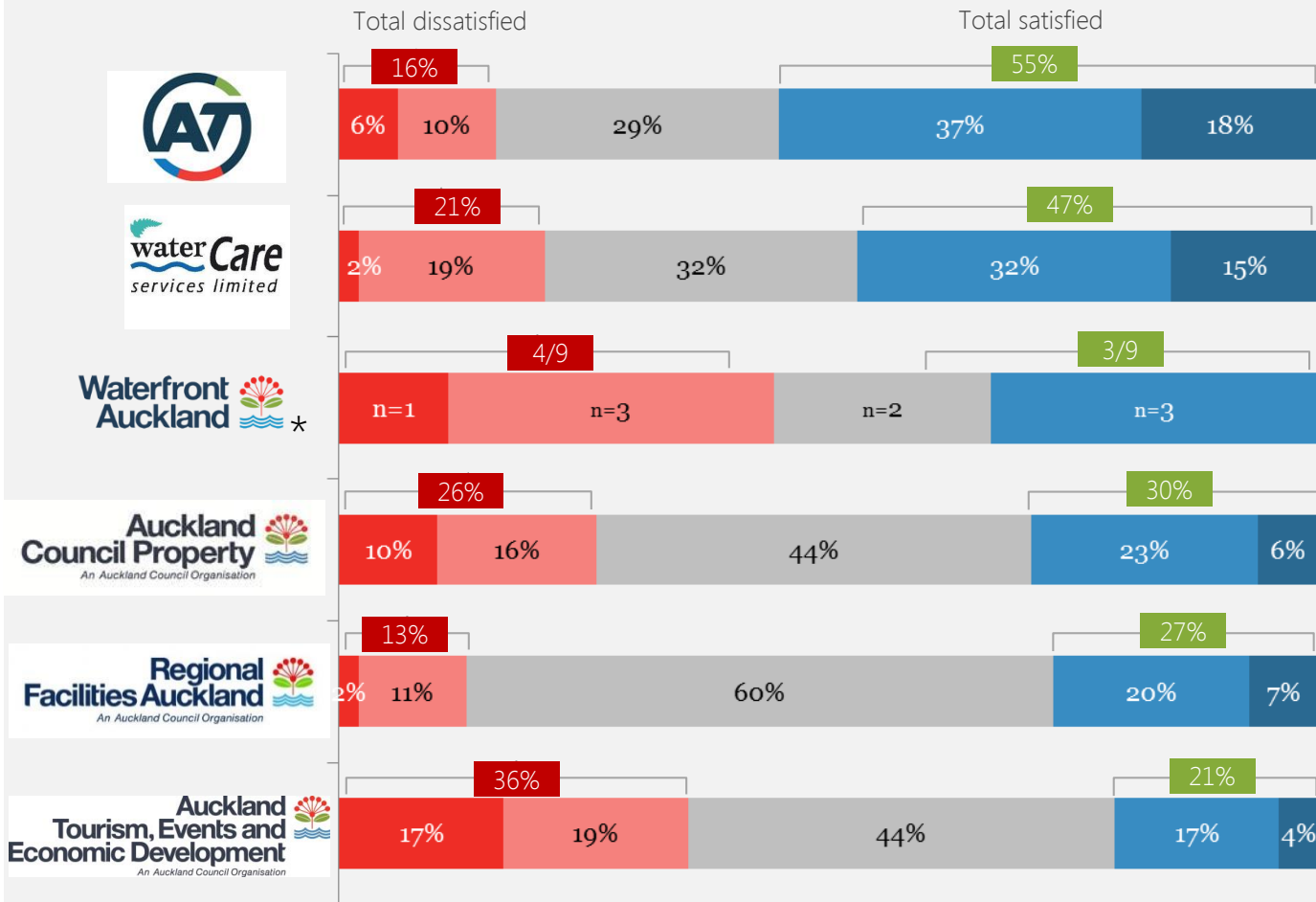
\* Due to rounding, percentages do not sum to 100%

Auckland Transport tops the list as providing the best support for reporting to Local Boards, while support from ATEED could be improved.

CCO Reporting to Local Board



CCO REPORTING TO LOCAL BOARD



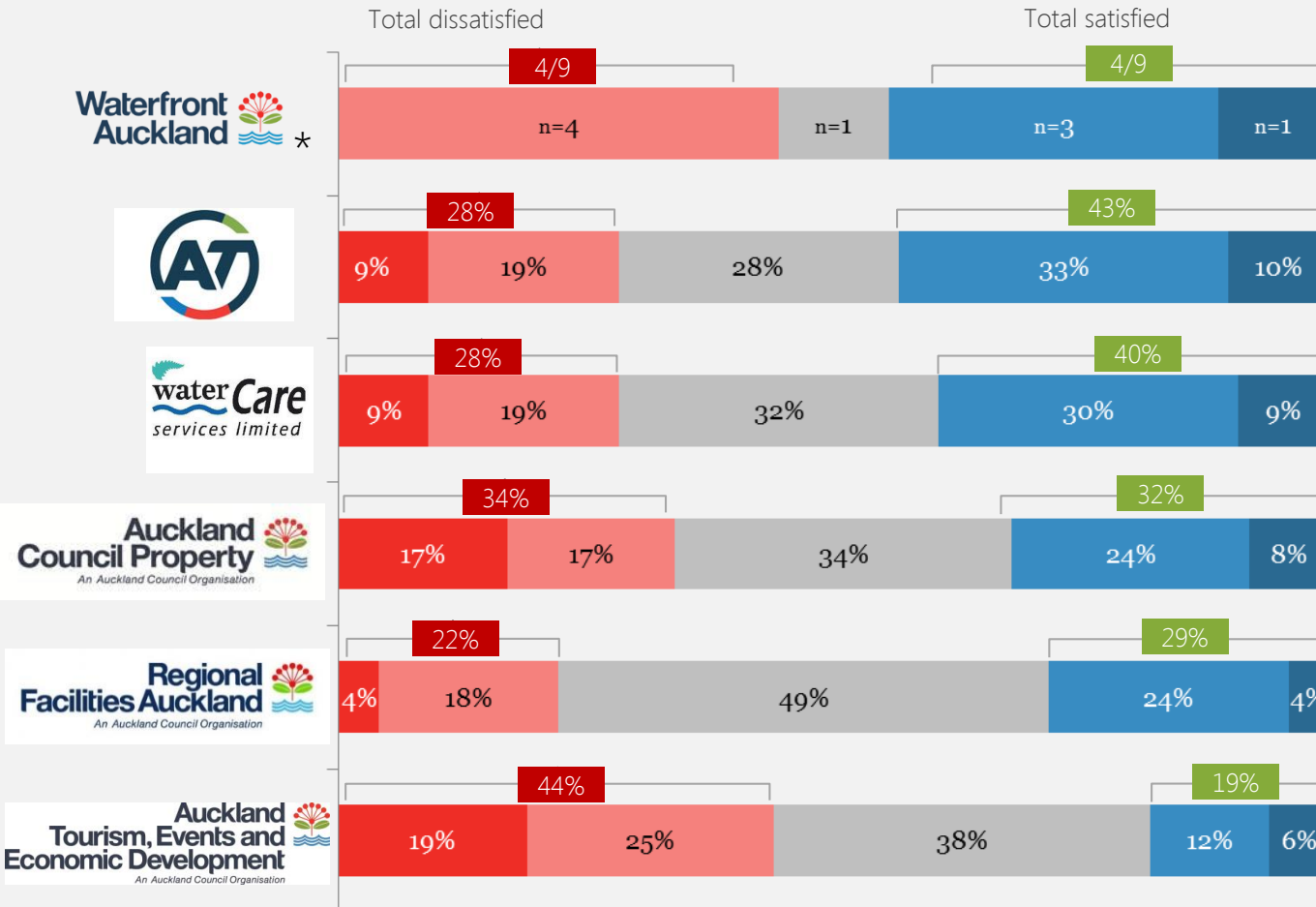
Q19. How would you rate your satisfaction with the engagement from <CCO> in terms of CCO Reporting to Local Board?

Base: All Local Board Members who have had involvement with individual CCOs, excluding Don't Know (10-87)

\*Waterfront Auckland results reported as fractions due to small sample sizes of Members from relevant Local Boards. (Base: Local Board Members from Waitemata, Orakei or Devonport-Takapuna Local Boards who have had involvement with Waterfront Auckland, excluding Don't Know (n=9))

CCO consultation with Local Boards is an area that Local Board Members would like improved so that they can work together to produce better outcomes in local areas.

CCO CONSULTATION WITH LOCAL BOARD



I do not feel that the CCOs understand the role of the Local Boards and they seem to feel they can operate without consultation with the Local Boards. They still seem to feel that telling the Local Board is the equivalent of good consultation. I would like to see the CCOs have a definite plan to work together with Local Boards on every issue that arises in that ward area. Working together will produce a better result. (LBM)

Q19. How would you rate your satisfaction with the engagement from <CCO> in terms of CCO consultation with Local Board?

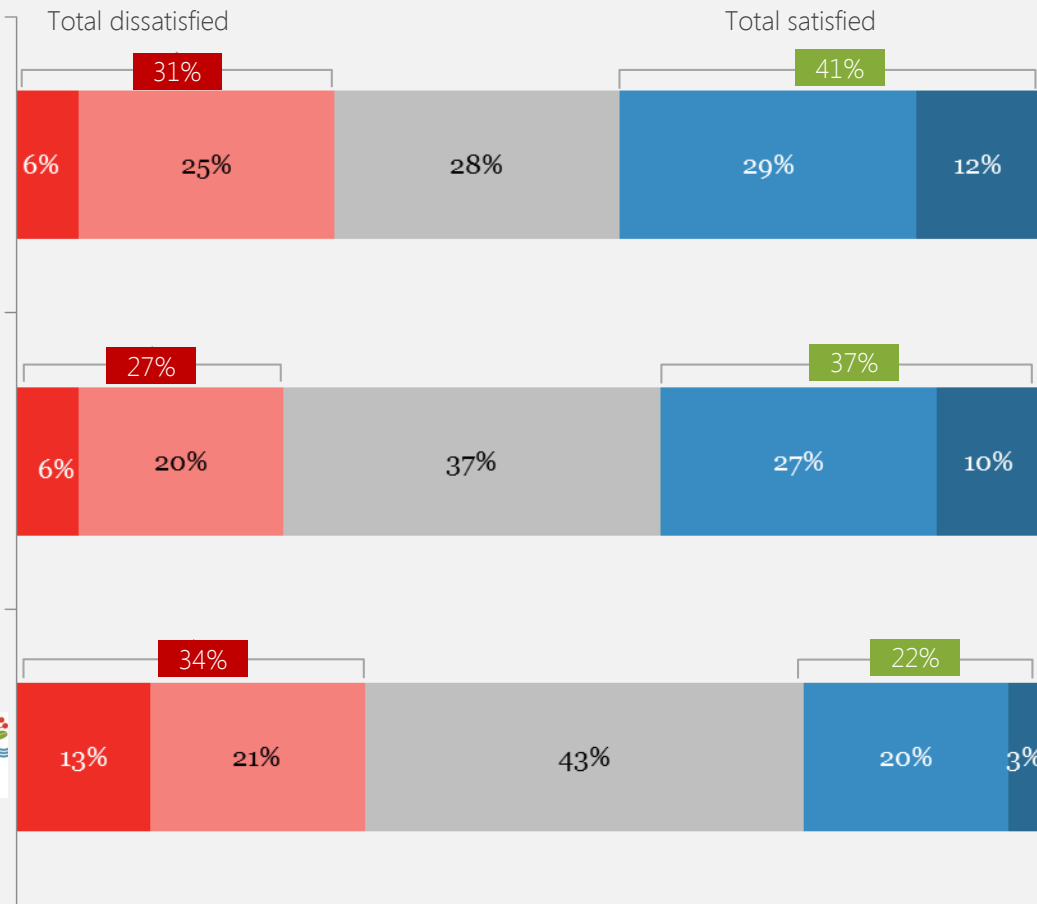
Base: All Local Board Members who have had involvement with individual CCOs, excluding Don't Know (10-87)

\*Waterfront Auckland results reported as fractions due to small sample sizes of Members from relevant Local Boards. (Base: Local Board Members from Waitemata, Orakei or Devonport-Takapuna Local Boards who have had involvement with Waterfront Auckland, excluding Don't Know (n=9))

Local Board Members would like CCOs to engage with them in advance of annual plan rounds so that they can feed into CCO work programmes. ATEED was noted as being exceptionally poor at this.



**EARLY ANNUAL ENGAGEMENT WITH LOCAL BOARD**



Q19. How would you rate your satisfaction with the engagement from <CCO> in terms of early annual engagement with to Local Board?

Base: All Local Board Members who have had involvement with individual CCOs, excluding Don't Know (49-88)

# Summary of Engagement with CCOs

Generally, Local Board Members would like greater collaboration with CCOs, especially in regards to consulting with each Local Board. Consultations need to happen earlier when local boards have an opportunity to influence decisions or outcomes, rather than being scheduled at the last minute when timelines are often pushed.



Support from Auckland Transport is rated more favourably than other CCOs, with Local Board Members particularly happy with their dealings with the Liaison Manager



However, less than half are satisfied with all other aspects of the support from CCOs, including the quality of reporting, consultation with local boards and early annual engagement processes



Support provided from ATEED, Regional Facilities Auckland and Auckland Council Property is considered to be particularly lacking, compared to other CCOs

# Appendix A: Technical Notes

Yes

No



# Methodology & Sample

- This is the fourth year the Elected Member Survey has been conducted (since 2011). Colmar Brunton has conducted the survey for the past three consecutive years (2012, 2013 and 2014).
- In 2014, all Elected Members, consisting of 21 Governing Body Members and 144\* Local Board Members, were invited to participate in the survey. The process for conducting the survey was as follows:
  - **Monday 25 August:** One week prior to the launch of the survey, all Elected Members and their support staff (Relationship Manager, PA or CSA as relevant) were sent a letter from Auckland Council informing them the 2014 survey would be taking place
  - **Monday 1 September:** Individual online survey links were sent to all Elected Members to complete the survey. In addition, support staff had received hard copy questionnaires to distribute to Elected Members if they wanted to complete the survey via hard copy rather than online
  - **Monday 15 September:** Email reminders were sent to all Elected Members who hadn't yet completed the survey, along with reminders to support staff from Auckland Council
  - **Thursday 25 September:** Final hard copy surveys were received and the online survey closed
- A total of n=108 Elected Members completed the survey in 2014 consisting of:
  - n=16 Governing Body Members (n=11 hard copy and n=5 online), resulting in a response rate of 76%
  - n=92 Local Board Members (n=42 hard copy and n=50 online), resulting in a response rate of 64%
- The maximum margin of error on the total sample size is +/- 5.5%



- No weighting has been applied to the survey data
- Where applicable, significance testing has been conducted at the 95% confidence level
- Any sub-group analysis has been conducted among Elected Members in their first term, and those who have been in their position longer than one term. All sub-group analysis has been conducted at the 95% confidence level and findings reported for significance differences only
- Verbatim comments for relevant questions have been grouped into 'themes'. Comments included in this report are reflective of these themes and are not an exhaustive list of all relevant comments for each theme

# Key Driver Analysis

The Key Driver Analysis has been shown using a Performance/Importance Matrix. There are two-axis on this chart to identify the relative level of **importance** of a given service element, and **performance** of this same element:

- **Importance**, shown on the y-axis, is the value of the derived importance statistic. The importance scores have been calculated using a combination of correlation and regression to understand the impact that each service element has in driving the overall level of satisfaction
- The perceived '**performance**' of service elements, shown on the x-axis, is the average value of each individual service element, across all respondents (who provided a rating for that question)

The Performance/Importance Matrix is a way to highlight where efforts and resources need to be focused to ensure that you deliver your best performance on the service elements that matter most, within each of the four quadrants shown below:



# Questionnaire: Governing Body Members (1/2)

## Auckland Council Annual Elected Members' 2014 Survey GOVERNING BODY MEMBERS

### Kia ora, tēnā koe.

Thank you for taking the time to take part in the 2014 elected member survey.

This survey aims to measure satisfaction with the advice and support you have received from Auckland Council employees in your role as a Governing Body member since the beginning of the electoral term.

It is a great opportunity for you to tell us what is going well and where you need us to improve. I have a strong interest in the survey and intend that the results contribute to reviews of my own performance.

Of course, there are ongoing opportunities for you to provide me feedback and on a formal basis through the Chief Executive Officer Review Committee. However, the survey provides a useful snapshot across all elected members.

We will discuss the results with you and proposed actions to respond to these.

The survey should take about 10 to 15 minutes to complete depending on your answers. Responses provided online or through the paper version of the survey are completely confidential and will be analysed in combination with those of other elected members so that individual members cannot be identified.

If you have any queries in relation to this survey, please contact Marcia Noda, Manager Research Delivery in the Communications and Engagement team by email: [marcia.noda@aucklandcouncil.govt.nz](mailto:marcia.noda@aucklandcouncil.govt.nz) or phone 021 674 361.

Stephen Town,  
Chief Executive



RESEARCH ID NUMBER:

### START HERE QUALITY POLICY ADVICE

1 Thinking about the decisions you make in your role, how satisfied are you with the quality of policy advice you receive?

Please note that Auckland Council defines 'high quality' policy advice as advice that:

- Clearly defines the problem or opportunity
- Is evidence based
- Includes a range of options
- Includes appropriate recommendations
- Is timely, structured and presented logically

With the quality standards set out above, please rate your satisfaction with the following.

Please select one for each statement



1a Is this your first term as a Governing Body member?

Please select one of the options below

- 1 Yes → Please skip to Q3.  2 No

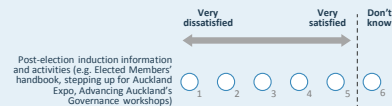
2 Thinking about the policy advice you have received in your role to date, would you say the quality of the policy advice provided to you has improved, remained the same, or worsened over time? Please select one of the options below

- 1 Improved
- 2 Remained the same
- 3 Worsened
- 4 I don't know

3 What comments or suggestions do you have about the quality of the policy advice you've received from council employees? Where possible, please give specific examples or experiences relating to this. Please write in the box below. If you run out of room, please continue on a separate sheet and attach it to this questionnaire

### ADMINISTRATIVE, INDUCTION AND DEVELOPMENT SUPPORT

4 Thinking about the administrative, induction and development support you've received since the beginning of the electoral term, how would you rate your satisfaction with... Please select one for each statement



## Auckland Council Annual Elected Members' Survey GOVERNING BODY MEMBERS

5 What comments or suggestions do you have in relation to the administrative and induction support that you have received? Where possible, please give specific examples or experiences relating to this. Please write in the box below

6 What comments or suggestions do you have in relation to professional development activities that would help you better perform in your role as a decision maker? Where possible, please give specific examples. Please write in the box below

### DEMOCRACY AND ADVISORY SUPPORT

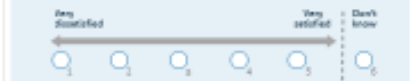
7 Thinking about the support you've received from Democracy Services since the beginning of the electoral term, how would you rate your satisfaction with... Please select one for each statement



8 What comments or suggestions do you have about the support you've received from Democracy Services? Where possible, please give specific examples or experiences relating to this. Please write in the box below

### CONSULTATION AND ENGAGEMENT

9 How would you rate your satisfaction with the support you have received in engaging with communities to increase their participation with and understanding of Auckland Council? Please select one of the options below



10 What comments or suggestions do you have in relation to the support you have received regarding consultation and community engagement processes with the wider community? Where possible, please give specific examples or experiences relating to this. Please write in the box below

# Questionnaire: Governing Body Members (2/2)

## Auckland Council Annual Elected Members' Survey GOVERNING BODY MEMBERS

### SUPPORT FROM COUNCIL DEPARTMENTS

**11** How would you rate your satisfaction with the overall support that you have received from the following Council departments since the beginning of the electoral term? Please select one rating for each department. If you have not dealt with a specific department, please select 'Don't know/Not applicable'

	Very dissatisfied				Very satisfied	Don't know/NA
Parks, Sport and Recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Development, Arts and Culture (including events and community facilities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infrastructure and Environment Services (e.g. Stormwater, Solid Waste, Environmental Services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource Consents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Licensing and Compliance (e.g. liquor licensing, environmental health, bylaw compliance and implementation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional and Local Planning (e.g. Unitary Plan, city transformation projects, area and precinct plans, District Plan changes, bylaw development, community policies - Events Policy, Community Assistance Framework)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Strategy and Policy (e.g. heritage, urban design, environmental policy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auckland Strategy and Research (e.g. Auckland Plan, submissions to central government, community and cultural strategy - Community Development Strategy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Te Whiriwhiri / Māori Strategy and Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance (e.g. funding policy, Long-Term Plan)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Defence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**12** What comments or suggestions do you have about the support that you have received from specific council departments both in terms of advice and delivery of projects? Where possible, please give specific examples or experiences relating to this. Please write in the box below

## Auckland Council Annual Elected Members' Survey GOVERNING BODY MEMBERS

### OVERALL SATISFACTION AND PERFORMANCE

**13** Thinking about how you want to spend your time fulfilling your role and the appropriateness of where the balance of your time is spent (e.g. meetings, time with constituents), is there anything we could do differently to assist you in achieving your objectives? Please write in the box below

**14** To ensure the effective and efficient use of your time in your governance role, please comment on the appropriateness of the level of decisions that are coming to you at your meetings. Where possible, please give specific examples or experiences relating to this. Please write in the box below

**15** Since you were elected, do you agree that the Auckland Council family (including the governing body, local boards and COOs) is progressing towards performing more as one unified organisation? Please select one only

Strongly disagree  1  2  3  4  5 Strongly agree  6 Don't know  7

**16** How satisfied are you with the advice and support provided by council employees overall to you within your current role with Auckland Council? Please select one only

Very dissatisfied  1  2  3  4  5 Very Satisfied  6 Don't know  7

**17** Are there any areas of support from Auckland Council that you're not currently receiving which would help you to better perform in your role? Please write in the box below

**18** If you have any other comments or suggestions that you would like to make about issues which have not already been raised, please write them in the box below. (Please also use this space to let us know if there are any topics you would like to see covered in future surveys.)

THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS SURVEY.

# Questionnaire: Local Board Members (1/4)

## Auckland Council Annual Elected Members' 2014 Survey LOCAL BOARD MEMBERS

Kia ora, tēnā koe.

Thank you for taking the time to take part in the 2014 elected member survey. This survey aims to measure satisfaction with the advice and support you have received from Auckland Council employees in your role as a Local Board member since the beginning of the electoral term. It is a great opportunity for you to tell us what is going well and where you need us to improve. I have a strong interest in the survey and intend that the results contribute to reviews of my own performance.

Of course, there are ongoing opportunities for you to provide us your feedback through your Relationship Manager, and for the Chair, through discussions with me at the Local Board Chairs Forum. The survey, however, provides a useful snapshot across all elected members.

RESEARCH ID NUMBER:

We will discuss the results with you and proposed actions to respond to these.

The survey should take about 10 to 15 minutes to complete depending on your answers. Your responses are completely confidential and will be grouped with other related members so that individual members cannot be identified.

If you have any queries in relation to this survey, please contact Marcia Noda, Manager Research Delivery in the Communications and Engagement team by email: [marcia.noda@aucklandcouncil.govt.nz](mailto:marcia.noda@aucklandcouncil.govt.nz) or phone 022 674 361.

Stephen Toews,  
Chief Executive



## Auckland Council Annual Elected Members' Survey LOCAL BOARD MEMBERS

### ADMINISTRATIVE, INDUCTION AND DEVELOPMENT SUPPORT

Thinking about the administrative, induction and development support you've received since the beginning of the electoral term, how would you rate your satisfaction with... Please select one for each statement

	Very dissatisfied	Very satisfied	Don't know
Pre-election induction information and activities (e.g. Elected Members' handbook; stepping up for Auckland; Advancing Auckland's Governance workshops)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support in ongoing learning activities and professional development (e.g. webinars, conferences, guidance and policy updates, training, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remuneration, expense management and travel support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology equipment and support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The processes for fulfilling requirements to make declarations (e.g. declarations of interest, electoral donations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What comments or suggestions do you have in relation to the administrative and induction support that you have received? Where possible, please give specific examples or experiences relating to this. Please write in the box below

What comments or suggestions do you have in relation to professional development activities that would help you better perform in your role as a decision maker? Where possible, please give specific examples. Please write in the box below

### START HERE QUALITY POLICY ADVICE

Thinking about the decisions you make in your role, how satisfied are you with the quality of policy advice you receive?

Please note that Auckland Council defines 'high quality' policy advice as advice that:

- Clearly defines the problem or opportunity
- Is evidence based
- Includes a range of options
- Includes appropriate recommendations
- Is timely, structured and presented logically

With the quality standards set out above, please rate your satisfaction with the following.

Please select one for each statement

	Very dissatisfied	Very satisfied	Don't know
The overall quality of advice provided in agenda reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of advice communicated in person at council meetings and workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The timeliness of advice and information provided by Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is this your first term as a Local Board member? Please select one of the options below

Yes → Please skip to Q3.  No

Thinking about the policy advice you have received in your role to date, would you say the quality of the policy advice provided to you has improved, remained the same, or worsened over time? Please select one of the options below

- Improved  
 Remained the same  
 Worsened  
 I don't know

What comments or suggestions do you have about the quality of the policy advice you've received from council employees? Where possible, please give specific examples or experiences relating to this. Please write in the box below. If you run out of space, please continue on a separate sheet and attach it to this questionnaire

Looking specifically at the Local Board Plan, how would you rate your satisfaction with the Local Board Plan process in terms of each of the following areas. Please select one for each statement

	Very dissatisfied	Very satisfied	Don't know
The quality of the advice and information provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support provided during the engagement process with the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### LOCAL BOARD DEDICATED SUPPORT

Thinking about the dedicated support you've received from the Local Board Services department since the beginning of the electoral term, how would you rate your satisfaction with... Please select one for each statement

	Very dissatisfied	Very satisfied	Don't know
Strategic and policy advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Democracy advice and meeting support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative support (e.g. calendar and correspondence management)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community engagement advice and support (e.g. Local Board Plan engagement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall support you've received from Local Board Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Questionnaire: Local Board Members (2/4)

## Auckland Council Annual Elected Members' Survey LOCAL BOARD MEMBERS

**9** What comments or suggestions do you have in relation to the dedicated support you've received from Local Board Services? Where possible, please give specific examples or experiences relating to this. Please write in the box below

**11** What comments or suggestions do you have in relation to the dedicated support you've received from the Local Board Financial Advisory team and the Local Board Communications team? Where possible, please give specific examples or experiences relating to this. Please write in the box below

### CONSULTATION AND ENGAGEMENT

**12** How would you rate your satisfaction with the support you have received in engaging with communities to increase their participation with and understanding of Auckland Council? Please select one of the options below



**13** What comments or suggestions do you have in relation to the support you have received regarding consultation and community engagement processes with the wider community? Where possible, please give specific examples or experiences relating to this. Please write in the box below

**10** Thinking about the dedicated support you've received from the Local Board Financial Advisory team and the Local Board Communications team since the beginning of the electoral term, how would you rate your satisfaction with... Please select one for each statement



## Auckland Council Annual Elected Members' Survey GOVERNING BODY MEMBERS

### SUPPORT FROM COUNCIL DEPARTMENTS

**14** How would you rate your satisfaction with the overall support that you have received from the following Council departments since the beginning of the electoral term? Please select one rating for each department. If you have not dealt with a specific department, please select 'Don't know/Not applicable'

	Very dissatisfied	1	2	3	4	5	Very satisfied	Don't know/NA
Parks, Sport and Recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Development, Arts and Culture (including events and community facilities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infrastructure and Environmental Services (e.g. Stormwater, Solid Waste, Environmental Services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource Consents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Licensing and Compliance (e.g. liquor licensing, environmental health, bylaw compliance and implementation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional and Local Planning (e.g. Unitary Plan, city transformation projects, area and precinct plans, District Plan changes, bylaw development, community policies - Events Policy, Community Assistance Framework)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Strategy and Policy (e.g. heritage, urban design, environmental policy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auckland Strategy and Research (e.g. Auckland Plan, submission to central government, community and cultural strategy - Community Development Strategy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ti Whaka Angama / Māori Strategy and Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance (e.g. funding policy, Long-Term Plan)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Defence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**15** What comments or suggestions do you have about the support that you have received from specific council departments both in terms of advice and delivery of projects? Where possible, please give specific examples or experiences relating to this. Please write in the box below

# Questionnaire: Local Board Members (3/4)

## Auckland Council Annual Elected Members' Survey LOCAL BOARD MEMBERS

### ENGAGEMENT FROM COUNCIL CONTROLLED ORGANISATIONS (CCOs)

**16** Have you had any engagement from any of the following CCOs since the beginning of the electoral term? (if yes, how would you rate your satisfaction with the CCOs in terms of each of the following areas?)

**16a** Auckland Transport  Yes  No → Skip to Q 26b

**17a** How would you rate your satisfaction with the engagement from Auckland Transport in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

Early annual engagement with Local Board (in advance of Annual Plan rounds) to feed into CCO work programme  1  2  3  4  5  6

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

Elected Member Liaison Manager  1  2  3  4  5  6

**16b** Watercare Services  Yes  No → Skip to Q 26c

**17b** How would you rate your satisfaction with the engagement from Watercare Services in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

Early annual engagement with Local Board (in advance of Annual Plan rounds) to feed into CCO work programme  1  2  3  4  5  6

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

**16c** Auckland Tourism, Events and Economic Development - ATTED  Yes  No → Skip to Q 26d

**17c** How would you rate your satisfaction with the engagement from Auckland Tourism, Events and Economic Development (ATED) in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

Early annual engagement with Local Board (in advance of Annual Plan rounds) to feed into CCO work programme  1  2  3  4  5  6

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

**16d** Waterfront Auckland  Yes  No → Skip to Q 26e

**17d** Please only answer this question if you are a member of Waitesara, Orakei or Devonport-Takapuna Local Boards

How would you rate your satisfaction with the engagement from Waterfront Auckland in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

**16e** Regional Facilities Auckland  Yes  No → Skip to Q 26f

**17e** How would you rate your satisfaction with the engagement from Regional Facilities Auckland in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

## Auckland Council Annual Elected Members' Survey LOCAL BOARD MEMBERS

**16f** Auckland Council Property Limited  Yes  No → Skip to Q 27

**17f** How would you rate your satisfaction with the engagement from Auckland Council Property Limited in terms of... Please select one for each statement

Very dissatisfied ← Very satisfied Don't Know/NA

CCO reporting to Local Board (e.g. information on upcoming projects, progress on local projects, changes to local area work programmes)  1  2  3  4  5  6

CCO consultation with Local Board (e.g. provide opportunity for Local Board to influence or respond to decisions affecting their local area or governance role)  1  2  3  4  5  6

**18** What comments or suggestions do you have about the engagement that you have received from the CCOs? Where possible, please give specific examples or experiences relating to this. Please write in the box below

### OVERALL SATISFACTION AND PERFORMANCE

**19** Thinking about how you want to spend your time fulfilling your role and the appropriateness of where the balance of your time is spent (e.g. meetings, time with constituents), is there anything we could do differently to assist you in achieving your objectives? Please write in the box below

**20** To ensure the effective and efficient use of your time in your governance role, please comment on the appropriateness of the level of decisions that are coming to you at your meetings. Where possible, please give specific examples or experiences relating to this. Please write in the box below

# Questionnaire: Local Board Members (4/4)



## Auckland Council Annual Elected Members' Survey LOCAL BOARD MEMBERS

**21** Since you were elected, do you agree that the Auckland Council family (including the governing body, Local Boards and COOs) is progressing towards performing more as one unified organisation? Please select one only



**22** How satisfied are you with the advice and support provided by council employees overall to you within your current role with Auckland Council? Please select one only



**23** Are there any areas of support from Auckland Council that you're not currently receiving which would help you to better perform in your role? Please write in the box below

**24** If you have any other comments or suggestions that you would like to make about issues which have not already been raised, please write them in the box below. (Please also use this space to let us know if there are any topics you would like to see covered in future surveys.)

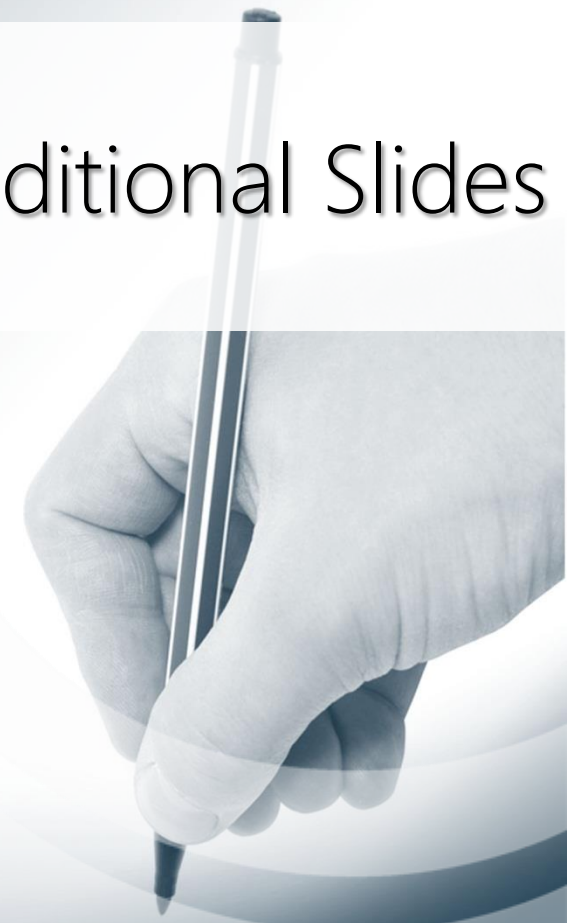
THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS SURVEY.



# Appendix B: Additional Slides

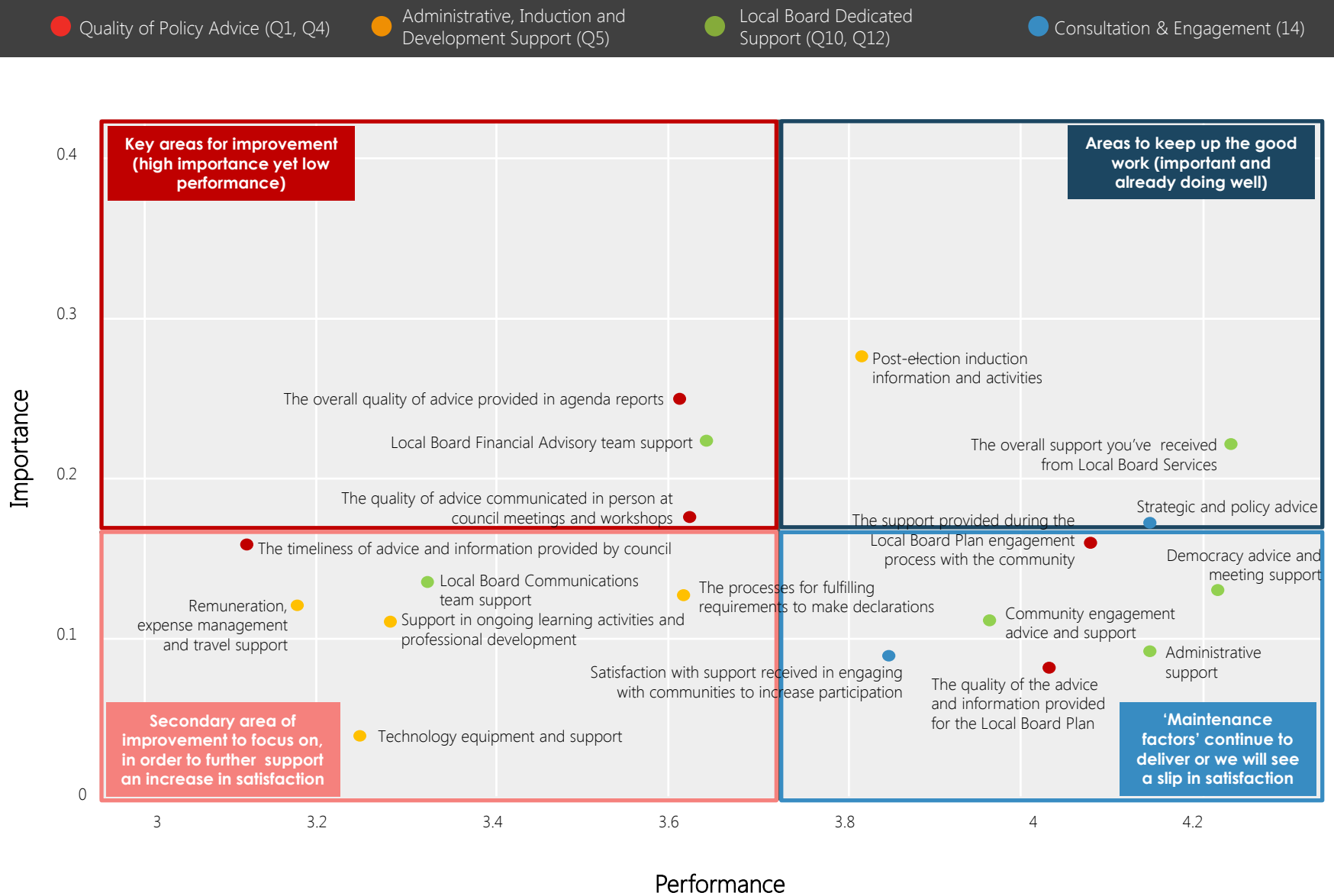
Yes

No



# Determining Priorities for Improvement: Local Board Members

## Key Drivers of Satisfaction



BREAKING  
THROUGH

**Auckland  
Council**  
*Te Kaunihera o Tāmaki Makaurau*



**For further information please contact:**

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# Important Information

## Market Research Society of New Zealand [MRSNZ] Code of Practice

Colmar Brunton practitioners are members of the MRSNZ and are obliged to comply with the MRSNZ Code of Practice. A copy of the Code is available from the Executive Secretary or the Complaints Officer of the Society.

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Article 25 of the MRSNZ Code states:

- a. The research technique and methods used in a Marketing Research project do not become the property of the Client, who has no exclusive right to their use.
- b. Marketing research proposals, discussion papers and quotations, unless these have been paid for by the client, remain the property of the Researcher.
- c. They must not be disclosed by the Client to any third party, other than to a consultant working for a Client on that project. In particular, they must not be used by the Client to influence proposals or cost quotations from other researchers.

### Publication of a Research Project

Article 31 of the MRSNZ Code states:

Where a client publishes any of the findings of a research project the client has a responsibility to ensure these are not misleading. The Researcher must be consulted and agree in advance to the form and content for publication. Where this does not happen the Researcher is entitled to:

- a. Refuse permission for their name to be quoted in connection with the published findings
- b. Publish the appropriate details of the project
- c. Correct any misleading aspects of the published presentation of the findings

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