



**WE
ARE.**

**Making our
communities better.**

**CouncilMARK™
Prospectus**

2019 - 2022



A measure
for better
community value.

councilmark.co.nz

< CouncilMARK™ rewards robust decision-making, promotes a more inclusive council culture, improved delivery of essential services and better communication and engagement. >

Toby Stevenson

Chair, Independent Assessment Board

Contacts for further information

For background information on the CouncilMARK™ Programme, please refer to the CouncilMARK™ website www.councilmark.co.nz.

For further information, please contact:

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Contents

- 1> Foreword – our promise p2
- 2> The programme p5
- 3> CouncilMARK™ governance p12
- 4> Registration of interest p16
- 5> CouncilMARK™ ratings p19





Foreword -

our promise



Thank you for reading the CouncilMARK™ programme prospectus for 2019-22. The Programme is now in its second triennium and is building on a new era of local government sector performance designed to improve delivery of core infrastructure and services, and deliver value to our communities.

Drivers for change

Perceptions of low performance and reputation identified in the 2015 New Zealand Local Government Survey undermine confidence in councils. This showed there is low awareness of the wide range of services that councils deliver, and subsequently, these services tend to be undervalued. The sector needs to act across the board to provide better services and value to communities, and make them more aware of what the council does for them.

Excellent performance from councils means leadership and innovation to support communities and to contribute locally, regionally and nationally. The CouncilMARK™ programme is an important part of the change required to improve reputation.

- The CouncilMARK™ programme establishes what matters to customers, where councils should focus, and how to keep the customer experience alive in all council decision-making and operations;
- CouncilMARK™ involves an independent assessment of a council's performance across four priority areas;
- Each participating council receives an overall CouncilMARK™ rating, a grade for each priority area, and commentary on how they are performing;
- CouncilMARK™ rewards robust decision-making, promotes a more inclusive council culture, improved delivery of essential services and better communication. It complements council plans and activities, and existing benchmarking initiatives;
- CouncilMARK™ identifies areas for future focus and is not about fault finding. It is voluntary for councils; and
- The programme encourages councils to share good practice with each other. CouncilMARK™ aims to provide information on council performance and shared learning will be available to participating councils.

Programme driven by councils, for our communities

The independent assessment undertaken by a team of independent assessors reflects the unique circumstances facing each council and its communities. Each participating council then determines how it responds to the assessment results, including how it engages with its communities on the findings and what matters locally, and the actions it chooses to take to deliver essential services and value.

Progress towards excellence

We are now seeing CouncilMARK™ driving a culture of excellence and continuous improvement in council performance and we have several concrete examples of councils doing just this.

I encourage councils to register their interest to become a participating council in 2019/22. You will have the opportunity to join other councils and together, lead the charge for lifting performance within the sector. The CouncilMARK™ Programme best determines the future of councils to support our communities. That is the change we all want, the highest reward of all.

Toby Stevenson

Chair, Independent Assessment Board

< By joining CouncilMARK™ your council will be linking with other forward-looking councils to share and learn for the benefit of all. >

Leadership Endorsements



Suzette van Aswegen, Chief Executive, Mackenzie District Council

< The Mackenzie District is changing fast due to the exponential growth of tourism. CouncilMARK gave Council an exceptional opportunity to assess its practices and get a holistic understanding of the changes required to provide for this growth. The assessment was professionally conducted by independent assessors who quickly determined the gaps in organisational and governance performance, including an understanding of the areas where the organisation was at risk.

CouncilMARK gave Council the mandate for much needed change. Council focused on the areas for improvement that were raised in the report and Council developed a plan as to how we move the organisation forward. We look forward to the next CouncilMARK assessment in 2021! >



David Ayers, former Mayor of Waimakariri District Council

< CouncilMARK™ provides extremely valuable insight that can help councils with how they operate, what they're doing right and what they could put more effort and resources into. Furthermore, the programme gives communities the same information which provides them an independent opinion of the work their local council is doing. Councils need to consistently demonstrate and improve their performance.

CouncilMARK™ offers an excellent tool to communicate and share information about how councils can improve performance and value. By joining the CouncilMARK™ local government excellence programme, your council will be linking with other forward-looking councils to share and learn for the benefit of all. >



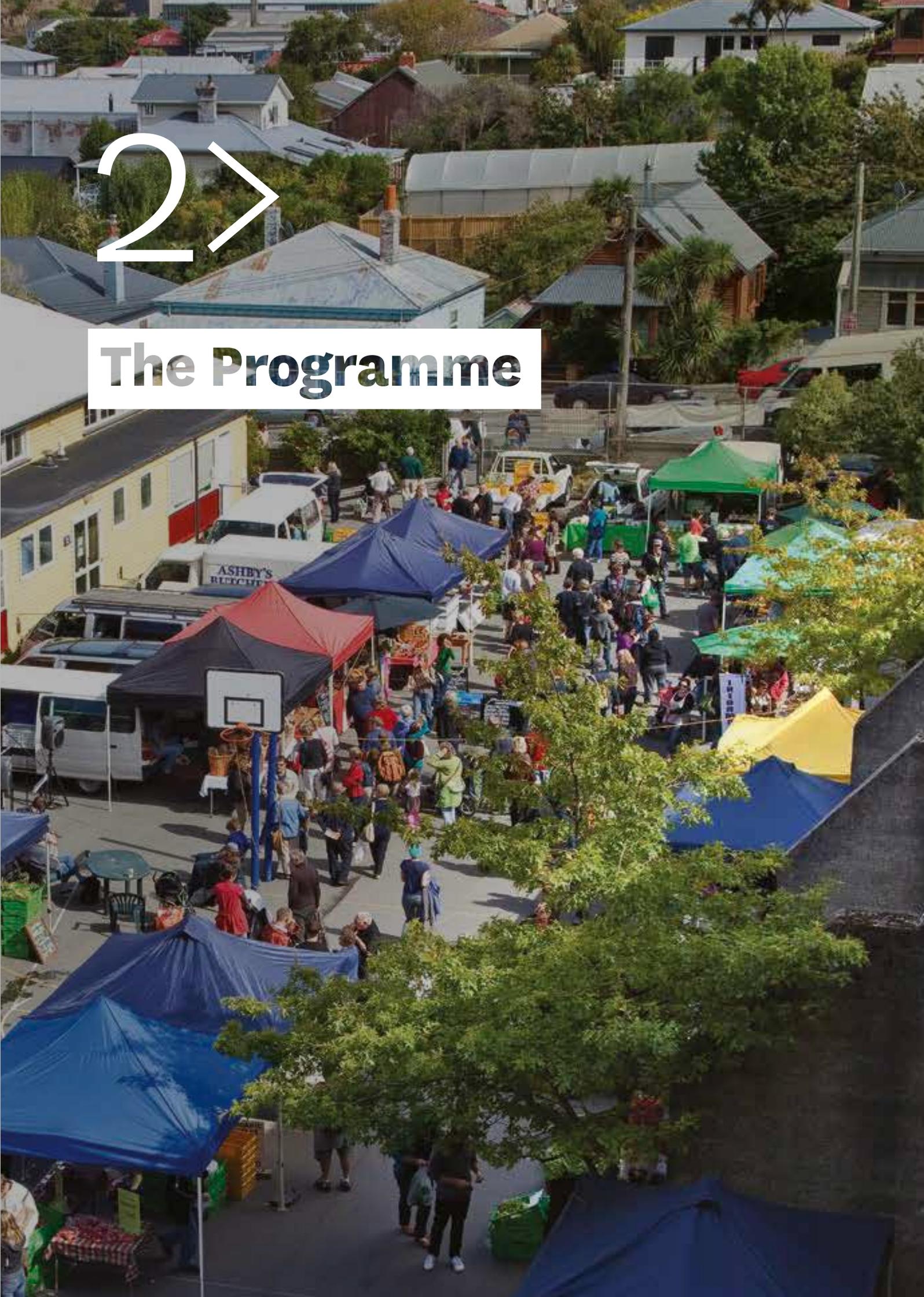
John Carter, Mayor of Far North District Council

< We welcome the CouncilMARK™ initiative as it provides independent scrutiny and oversight in all that we do. It also provides the benchmark upon which our residents and visitors can judge the quality of our services. CouncilMARK™ has acted as an important catalyst for change. In essence, it has been a springboard for continuous improvement.

The CouncilMARK™ assessment acted as a call to arms in terms of our improvement agenda. Subsequently, we invited LGNZ to provide us with a shadow assessment, and again this was really helpful. As we look forward to our second formal assessment, we have requested that the two day visit be extended by an additional day, and we do this because of the immense value the assessment offers. In summary CouncilMARK™ has really assisted Far North District Council in its quest for excellence, and I would encourage other councils to invite CouncilMARK™ to help them similarly. >

2 >

The Programme



Introduction

What is involved in the CouncilMARK™ Programme?

The CouncilMARK™ programme incorporates an independent, robust and credible system of performance assessment.

LGNZ initially worked with Cameron Partners to develop the performance assessment system for CouncilMARK™. The system incorporates a set of performance measurement principles, an over-arching performance framework and underlying performance indicators that has been tailored for New Zealand councils.

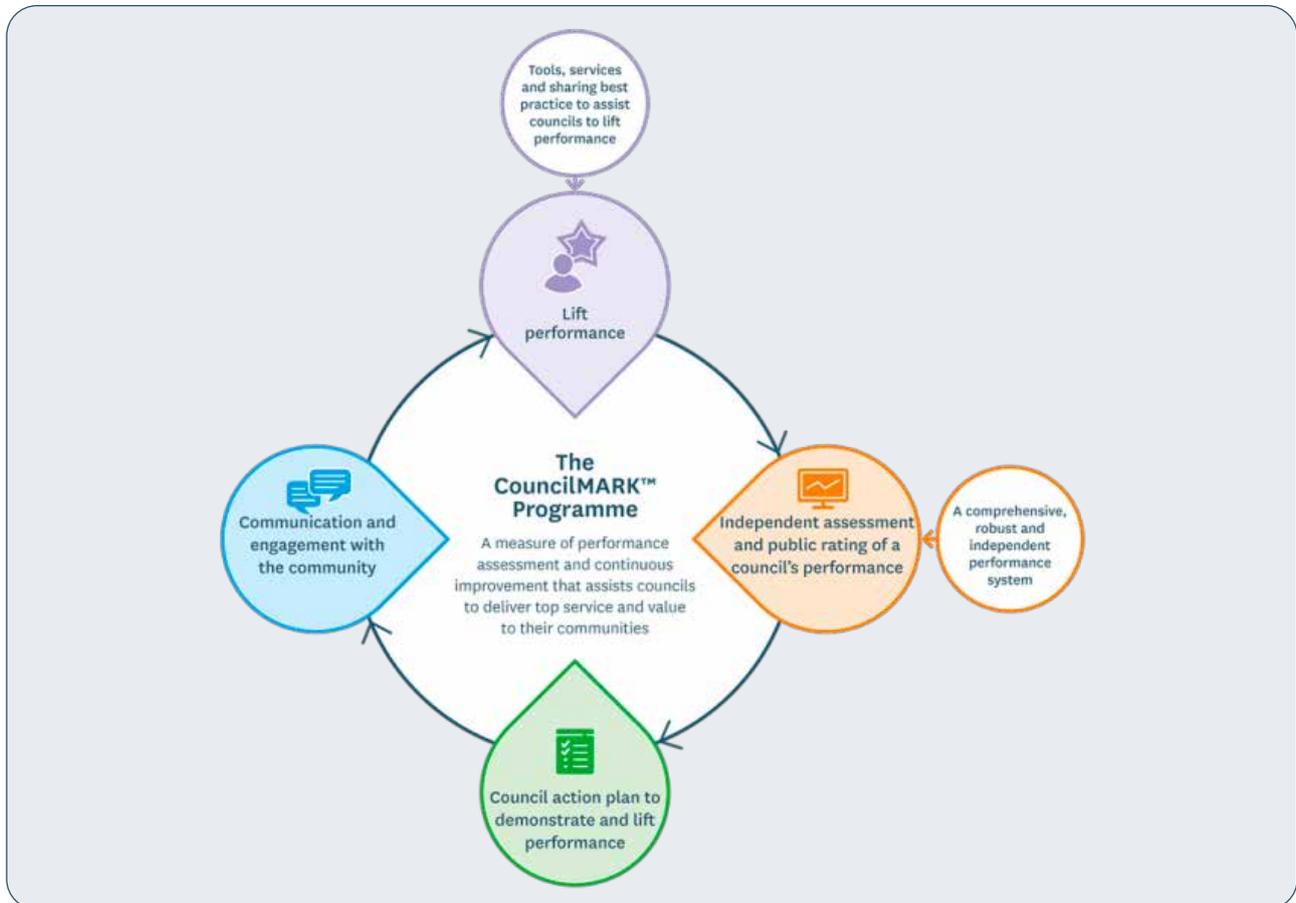
The performance system and underlying indicators were consulted on with a number of stakeholders before being used by four pilot councils in 2016.

Based on experience gained, refinements were made and have been applied to the assessment process, and the framework itself.

As at May 2021, 34 councils are participating in CouncilMARK™, with many more set to register their interest throughout the 2019-22 triennium.

CouncilMARK™ is best described as a “system” of performance assessment and continuous improvement that assists councils to deliver top service and value to their communities. The provision and communication of the performance assessment “rating” is not the end-game, rather the focus is on continuous improvement, and a long-term lift in sector outcomes, performance and reputation.

The CouncilMARK™ performance measurement and improvement system:



Performance Assessment Framework

The CouncilMARK™ performance assessment framework focuses on four priority areas that were derived from public and business feedback in the 2015 New Zealand Local Government Survey.

The system:

- enables a current state and gap analysis assessment for councils;
- provides a grading for each priority area; and
- leads to an overall publicly available rating from AAA to C.

The four priority areas for CouncilMARK™ are:

1. **Leading locally** - Governance, leadership and strategy;
2. **Investing money well** - Financial decision-making and transparency;
3. **Delivering what's important** - Service delivery and asset management; and
4. **Listening and responding** - Communicating and engaging with the public and businesses.

The detailed indicators, an indicator of "what good looks like", and the Performance Assessment Framework were developed with detailed work from the Independent Assessment Board, the assessors, LGNZ and the pilot councils.

For each of the four priority areas, the underlying performance indicators guide the independent assessors in their assessment of council performance.

The overall assessment rating, and the grades for each of the four priority areas, are recommended by the independent assessors and then confirmed by the IAB. These results, along with supporting commentary, provide an overview of council performance, providing independent insight for both the council and its community.

As part of the programme's own continuous improvement LGNZ and the IAB regularly reviews the Performance Assessment Framework to ensure that it reflects the nature and context that councils operate within.

Preparing for the assessment

Councils are responsible for adequately preparing for their assessment by ensuring that sufficient time is allocated, and staff and elected members are available for the assessment. The assessors rely on councils supplying them with the data and information required in a timely manner.

All participating councils will be provided with guidance on the level of information that should be made available prior to the assessment, and the key staff and elected members who are likely to be interviewed by the assessors.

In preparation for the assessment, councils are required to respond to the Performance Assessment Framework as a self-assessment of council performance, which provides the foundation for discussion with the assessors.

Councils are also required to design the agenda for the onsite assessment which involves a range of interviews with elected members, staff and some external stakeholders including māori/iwi/hapū.

It is recommended that each participating council provide a principal point of contact. This person will be responsible for managing CouncilMARK™ internally with staff, the senior leadership team, elected members, with LGNZ, the assessors, and the IAB.

New councils preparing for the assessment may also wish to seek advice from councils who have previously been assessed.

Programme cost

As a general principle, the CouncilMARK™ programme runs on a cost-recovery basis, with participating councils paying a set fee for the independent assessment process and the resulting assessment report.

Table 1: Indicative costing of performance assessment

Type	Cost (excluding GST and disbursement)
2 Day Assessment	\$18,500
3 Day Assessment	\$26,000

* Councils will receive a detailed estimate as part of the pre-assessment planning stage which will include a breakdown of the programme fee structure. During this consultative stage we will also advise council on the required length of the assessment that best meets your councils assessment needs.

** Disbursements will be in addition to this estimate provided.

The cost of an assessment covers:

- the cost of the assessors' time undertaking pre-reading, confirming interview arrangements and the time on site at each individual council;
- the tasks involved with preparing each assessment report;
- a de-brief workshop with an assessor; and
- the necessary disbursements for assessors travelling to each participating council are charged as an addition to the assessment fee.

Table 1 sets out the indicative cost for an assessment, with the average cost expected to be in the range of \$18,500 to \$26,000 plus GST and disbursements.

There is a three day cap on the timeframe of an assessment. This will provide sufficient time for the independent assessors to cover the four priority areas of the Performance Assessment Framework and the set of performance indicators outlined in the Appendix.

A set timeframe incentivises councils to be well prepared for the assessment, ensuring that all documentation is ready for the assessors and all elected members and staff are made available. Any assessor time spent over the three-day cap will be charged out at a per-day fee, established by the Independent Assessment Board.

For particularly large councils, or councils with specific circumstances that may require a longer or varied assessment process, the Independent Assessment Board will confirm the agreed approach (i.e. the number of assessors and days on site) and the assessment cost, prior to commencement of any work.

Additional moderation or review will incur any actual additional costs.

Frequency of assessment

The assessment of a council's performance is undertaken on a three-yearly basis. This frequency aligns with the triennium of local authority elections, and takes into account the annual, biannual and less frequent reporting and planning activities required of councils.

Second assessments will be completed three years after councils first assessment, and will be treated as a new assessment in its own right. This means that councils are required to complete the Performance Assessment Framework afresh, noting the progress made over three years, but more importantly what 'Business as usual' looks like now, at the time of the second assessment.

Ratings and priority area grades

The communication of the performance assessment rating is not the end-game, rather the focus is on continuous improvement, and a long-term lift in sector outcomes, performance and reputation.

The council's overall rating across the priority areas is determined using a nine point scale from AAA to C. A breakdown of each rating, and the rationale for each can be seen in the Table 2 on the next page.

The council's individual priority area grades is determined using again, a nine point scale, from Exemplary to Struggling. A breakdown of each grade, and the rationale for each can be seen in Table 3 on the next page.

This approach was adopted to provide the public with a 'quick glance' rating and grade system, where the community can quickly and easily understand how their council is performing. Similar approaches are used in a number of well-established assessment systems across multiple sectors, including credit rating agencies such as Moody's, Fitch, and Standard and Poor's. In addition, using a nine point scale provides sufficient opportunity for differentiation between councils' performance levels and improvements in individual performance over time.

The overall ratings, priority area grades and commentary reports for each participating council are publicly available upon completion, providing the public with a comprehensive view of the council and its strengths and weaknesses. The reports are available on the CouncilMARK™ website and each council is encouraged to make the rating and supporting report available on their own website (and through other mediums), as part of their commitment to CouncilMARK™ and their communication with their communities.

The team of independent assessors takes a methodical approach in determining a recommended grade and rating for each council. The assessors take into account the grade for each of the four priority areas in determining an appropriate overall rating that they recommend to the IAB. The IAB makes the final determination on these grades and ratings.

Table 2: Overall Ratings

CouncilMARK™ rating interpretation	
AAA	Highest possible rating. Exemplary across all priority areas, a leader in the sector. Strongest capacity to meet its community's needs and expectations. Innovative and setting/exceeding good practice.
AA	Strong grades in most priority areas.
A	Some clearly identifiable areas of strength and leadership.
BBB	Some areas of strong performance and competent generally.
BB	Competent in all priority areas or alternatively, performing very well in some priority areas but underperforming in a number of other priorities. Good capacity to meet its community's needs. Balances short and long-term priorities.
B	Areas of improvement identified in one and possibly two priority areas.
CCC	Areas of improvement in two priority areas.
CC	Areas of improvement or underperforming in more than two priority areas.
C	Underperforming across the board. Council not well aligned with community's needs and expectations. Lack of coordination between elected members and staff and misalignment across business units.

Table 3: Priority Area Grades

Priority grading interpretation	
Exemplary	Council shows high standards and sector leadership in this priority area. Strongest capacity to deliver for its community.
Stand out	High standards and some examples of leadership and good practice.
Performing well	High standards across this priority area.
Better than competent	Competent with some parts performing well.
Competent	This council is achieving a basic standard in this priority area.
Variable	Competent but areas for improvement.
Areas for improvement	Areas for improvement.
Underperforming	A mix of areas for improvement and underperforming in some parts.
Struggling	Council is not in control of this priority area. Lack of coordination between elected members and staff and inconsistent approaches across the organisation.

Table 2: Council groups

Type	Population size	Councils	Percentage of population ⁴
Large metro	100,000+	Auckland Council Christchurch City Council Dunedin City Council Hamilton City Council	Hutt City Council Tauranga City Council Wellington City Council 58%
Small metro and large provincial	30,000 – 99,999	Ashburton District Council Far North District Council Gisborne District Council Hastings District Council Horowhenua District Council Invercargill City Council Kāpiti Coast District Council Marlborough District Council Matamata-Piako District Council Napier City Council Nelson City Council New Plymouth District Council Palmerston North City Council Porirua City Council Queenstown Lakes District Council	Rotorua Lakes Council Selwyn District Council Southland District Council Tasman District Council Taupō District Council Timaru District Council Upper Hutt City Council Waikato District Council Waimakariri District Council Waipa District Council Whanganui District Council Western Bay of Plenty District Council Whakatāne District Council Whangarei District Council 33%
Small provincial and rural	Less than 30,000	Buller District Council Carterton District Council Central Hawke’s Bay District Council Central Otago District Council Chatham Islands Territory Council Clutha District Council Gore District Council Grey District Council Hauraki District Council Hurunui District Council Kaikōura District Council Kaipara District Council Kawerau District Council Mackenzie District Council Manawatu District Council Masterton District Council	Ōpōtiki District Council Otorohanga District Council Rangitikei District Council Ruapehu District Council South Taranaki District Council South Waikato District Council South Wairarapa District Council Stratford District Council Tararua District Council Thames-Coromandel District Council Waimate District Council Wairoa District Council Waitaki District Council Waitomo District Council Westland District Council 9%
Regional Councils	N/A (Excludes unitary councils)	Bay of Plenty Regional Council Environment Canterbury Environment Southland Greater Wellington Regional Council Hawke’s Bay Regional Council Horizons Regional Council	Northland Regional Council Otago Regional Council Taranaki Regional Council Waikato Regional Council West Coast Regional Council N/A

⁴ Based on 2015 estimated data from Statistics New Zealand
Councils in **bold** have opted into the programme at time of printing (May 2021).

Responding to your assessment

The awarding of a council's assessment rating is not the final outcome of the CouncilMARK™ programme. Rather, it is the beginning of a journey, where councils engage with their community on the results, develop an action plan to respond to the findings, and seek to lift and demonstrate performance over time.

Communicating the results

Once reports have been finalised these will be sent to the respective Council to release it to its community, and it will be uploaded onto the CouncilMARK™ website.

A key benefit of CouncilMARK™ and the assessment rating is that it helps to inform council customers and communities of the value being delivered by the council. Participating councils involved in CouncilMARK™ will be supported and encouraged to engage with the public on the assessment results. Engagement works best when results are:

- Communicated proactively at an early stage;
- Explained as being independently assessed and valuable to the council, its customers and its communities;
- Placed in a context of transparency and being customer and community focused;
- Accompanied by the council's action plan in response to strengths and areas for improvement identified in the results;
- Discussed in terms of community and business input now and during a continuous improvement process;
- Briefed to all local media by elected members and executives;
- Briefed to local business and key stakeholders by elected members and executives; and
- Communicated in a wide range of media channels, including social media, council newsletters and websites.

Councils are encouraged to ensure that the release of CouncilMARK™ results also includes the council's next steps (with timetable) to engage the community and business.

Developing an Action Plan

As CouncilMARK™ has been designed to also support your continuous improvement efforts we provide a debrief workshop as part of the programme. On release of your report we will work with you to arrange a workshop with one of the assessors who will provide you with further insight to assist you with action planning.

Support for addressing the results and lifting performance

It is expected that each participating council, with support from LGNZ and external agencies, will develop an action plan or strategy to address the areas for improvement identified in their individual assessment report.

This plan is driven and owned by the individual council, and by their elected members, management and staff, and should be developed to complement any existing work or council initiatives underway to lift performance (i.e. section 17A service reviews). LGNZ recommends that the action plan receives full council and senior management direction and, once developed, the action plan is cascaded to staff.

Councils looking to lift their performance following the independent assessment have access to a wide range of existing professional development, training and consultancy services through organisations such as EQUIP (LGNZ's Centre of Excellence) and external consultancy agencies. LGNZ will also be looking to develop further tools and services, where required, to help councils improve performance across the four priority areas.

CouncilMARK™ also promotes the sharing of good practice so that councils can be responsive to customer and community needs, sustaining a cycle of continuous improvement. LGNZ will be exploring existing and new ways that councils can capture and share learnings, and ways to ensure best practice from other sectors can be inputted into the programme.

3 >

CouncilMARK™

governance



Independent governance

The Independent Assessment Board

To support a robust and credible assessment system, the programme has high calibre board members with strong governance skills who oversee the CouncilMARK™ programme and its assessment system.

The IAB has the following role:

- Oversees the CouncilMARK™ programme;
- Owners and moderators of reports;
- Responsible for the assessment system including the performance indicators;
- Oversight of independent assessors, and each assessment; and
- Award assessment grades ratings and finalise content of reports.

These tasks are supported by the CouncilMARK™ Programme Manager.

The Independent Assessment Board works to the following set of guiding principles where it:

1. Ensures the assessments are based on accurate and understandable information from councils;
2. Ensures a robust, defensible, independent process driven by a comprehensive framework;
3. Provides information in a form that allows non-expert residents and businesses to readily and easily assess the performance of a local authority; and
4. Provides information that is factually accurate in the case of quantitative indicators, or is the genuinely held, reasonable and professional view of an assessor in the case of qualitative indicators, in order to provide a demonstrably objective and independent judgement of the performance of local authorities.

Skills of board members

- Have proven core governance experience;
- Are independent of councils and LGNZ;
- Have proven experience in the sector or related industries;
- Demonstrate independent and critical thinking; and

- Are familiar with assessment processes.

Information about the IAB is available at councilmark.co.nz

The Independent Assessors

The IAB and LGNZ has recruited a team of independent assessors who are experienced across the four programme priority areas:

Assessors have relevant expertise and experience and fulfil the following criteria:

- Undertake assessment of councils against the process determined by the independent assessment board;
- Recommend assessment ratings and commentary reports for participating councils to be reviewed and finalised by the IAB; and
- They are completely independent from Council.

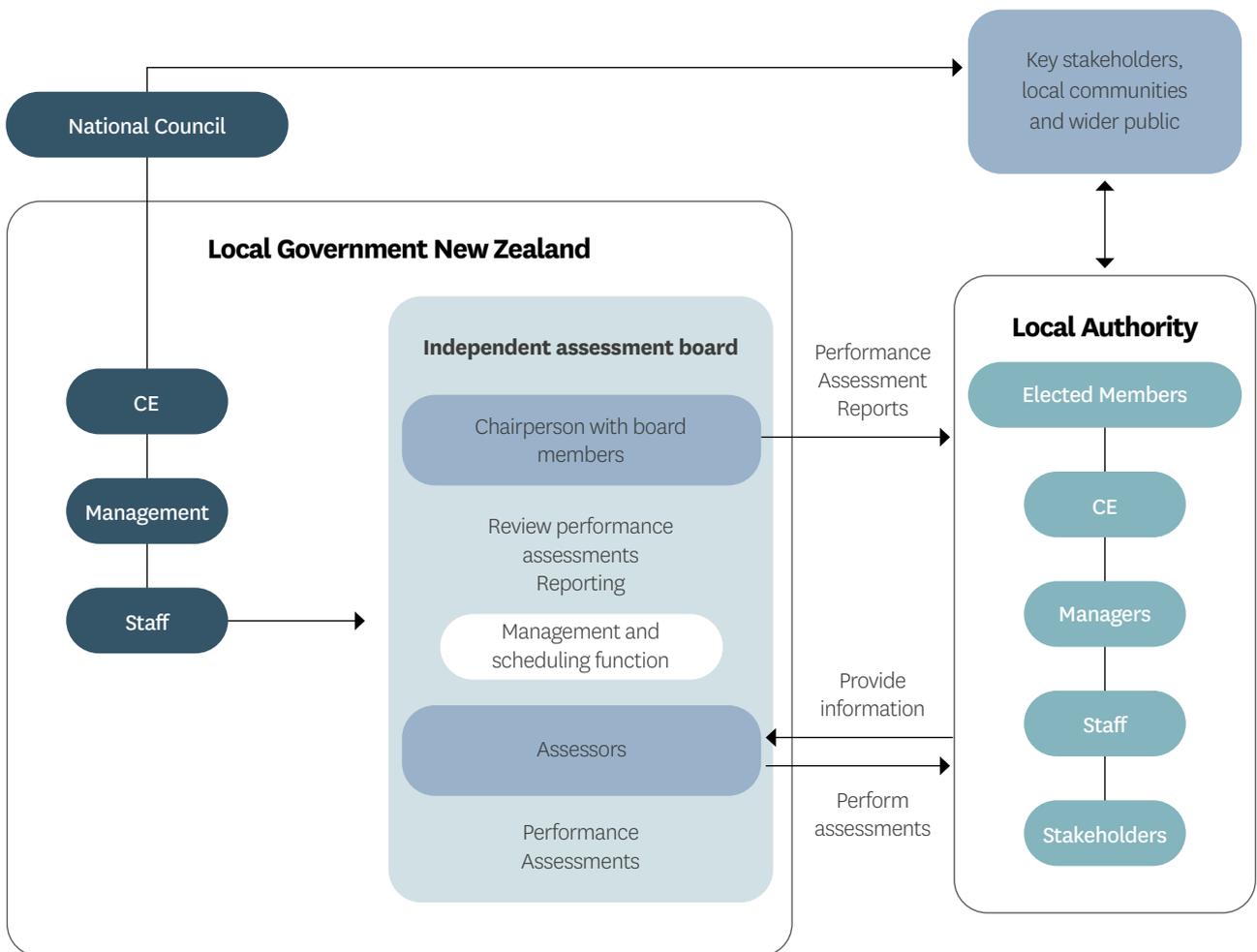
The assessors role during assessments is to:

- Read all documentation and information provided my Council;
- Carry out assessments in an open, independent and non-personal manner;
- Provide commentary in reports;
- Recommend grades and ratings to the IAB; and
- Act as councils main point of interaction through onsite assessment.

Information about the assessors is available at councilmark.co.nz

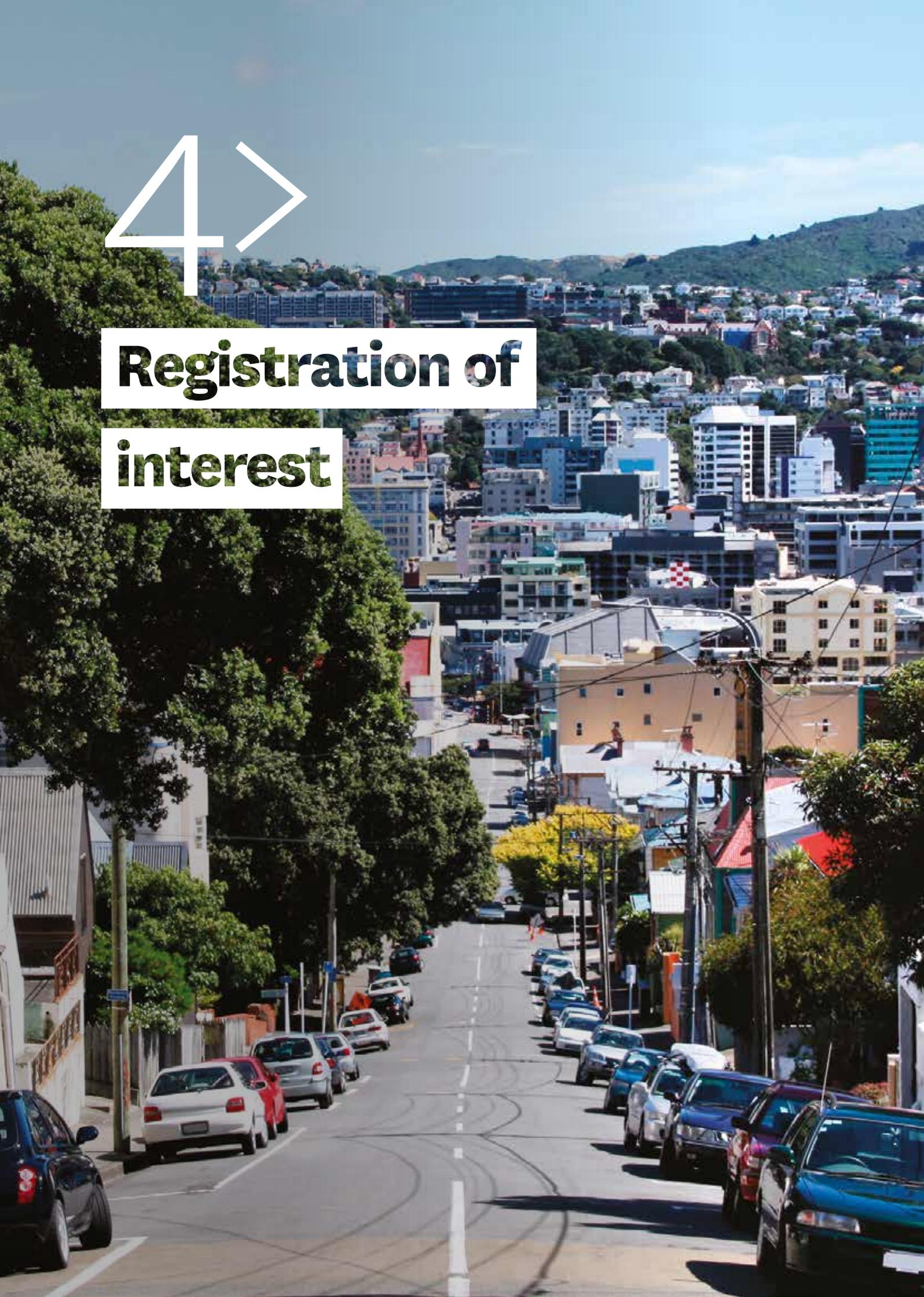
Roles of different parties

Figure 1 below sets out the roles of different parties within the CouncilMARK™ programme.



4

Registration of interest



Registration of interest

Purpose

All councils interested in becoming a participating council for the CouncilMARK™ Programme are requested to fill out the registration of interest form enclosed in this prospectus.

If necessary, LGNZ will contact any council to seek further information or clarification after the registration of interest form is submitted.

Registering your Council's interest

To register your council's interest, please complete the Registration of Interest form with supporting information and send to either:

Post: Local Government New Zealand
PO Box 1214
Wellington 6140
New Zealand

Email: dan.henderson@lgnz.co.nz

We will acknowledge receipt of all submissions electronically.

Legal obligations

Completion of this form does not create a binding agreement between the council and LGNZ or the CouncilMARK™ independent assessment board.

However, prior to commencement of the programme, all participating councils will be required to sign a Memorandum of Participation that will set out the conditions for participating in the CouncilMARK™ Programme and the specific obligations for undertaking an independent assessment.

Once an assessment is made the decision to release it publicly lies with the IAB.

Confidentiality of information

Each council's registration of interest form and any supplementary information provided with this form will be used for the sole purpose of selecting participating councils and will be treated by LGNZ and the Independent Assessment Board as confidential information. LGNZ will seek approval from councils prior to publicly releasing any information on their involvement in the programme.

Selection of participating councils

The selection criteria are as follows:

- Full council support;
- Information regarding CouncilMARK™ being prioritised in the council work plan; and
- Commitment to make staff available as necessary.

It is recommended that interested councils provide a joint letter of support from the Mayor/Chair and Chief Executive with their registration of interest form (see overleaf). In this letter, or by way of supporting information, councils may also wish to include:

- A council resolution noting commitment to join CouncilMARK™;
- Information regarding CouncilMARK™ being prioritised in their council work plan for 2019 or 2020;
- Details around allocated or indicative budget for the programme;
- Any information on how CouncilMARK™ will be communicated to their staff and their community;
- Commitment to the induction and availability of elected members or staff with the appropriate knowledge in the four priority areas; and
- Details on the staff and elected members that will lead CouncilMARK™ within the council.



Registration of interest form

Name of council:

Contact person:

Contact details (phone and email):

Joint letter of support provided from Council Mayor/Chair and Chief Executive :

Yes

No

Registration of interest signed off by:

Mayor/Chair:

Chief Executive:

Date:

Date:

Supporting evidence provided with registration of interest:

Yes

No

List all supporting documents provided (see page 18 for examples):

Council resolution noting a commitment to join:

Yes

No

Preferred assessment year:

Preferred quarter :

January - March

July - September

April - June

October - December

A photograph of two men in a meeting. The man on the right is wearing glasses and a dark shirt, pointing at a laptop screen. The man on the left is wearing a cap and a dark shirt, looking at the screen. The background is dark and out of focus.

5 >

CouncilMARK™

ratings

CouncilMARK™ ratings

Participating council	Overall grading	Leading locally	Investing money well	Delivering what's important	Listening and responding
Bay of Plenty Regional Council	BBB	Better than competent	Competent	Competent	Better than competent
Central Hawkes Bay District Council	BB	Better than competent	Variable	Areas for improvement	Performing well
Dunedin City Council	A	Better than competent	Stand out	Better than competent	Performing well
Environment Canterbury	BBB	Performing well	Better than competent	Better than competent	Competent
Far North District Council	BB	Competent	Better than competent	Competent	Competent
Greater Wellington Regional Council	AA	Better than competent	Stand out	Performing well	Stand out
Hastings District Council	A	Performing well	Better than competent	Better than competent	Performing well
Hauraki District Council	A	Stand out	Competent	Performing well	Stand out
Horowhenua District Council	B	Variable	Competent	Variable	Competent
Mackenzie District Council	B	Variable	Competent	Variable	Competent
Manawatū District Council	BBB	Competent	Competent	Performing well	Better than competent
Masterton District Council	BBB	Competent	Better than competent	Performing well	Performing well
Matamata-Piako District Council	BBB	Competent	Performing well	Competent	Better than competent
Napier City Council	A	Performing well	Performing well	Better than competent	Better than competent
Nelson City Council	BB	Variable	Variable	Competent	Competent

Participating council	Overall grading	Leading locally	Investing money well	Delivering what's important	Listening and responding
New Plymouth District Council	BBB	Better than competent	Better than competent	Competent	Performing well
Otorohonga District Council	CCCC	Areas for improvement	Variable	Variable	Areas for improvement
Porirua City Council	BBB	Competent	Better than competent	Variable	Performing well
Queenstown Lakes District Council	BBB	Competent	Better than competent	Variable	Performing well
Rangitikei District Council	BB	Competent	Performing well	Competent	Competent
Ruapehu District Council	BBB	Competent	Competent	Competent	Performing well
South Taranaki District Council	BBB	Better than competent	Competent	Competent	Better than competent
Tararua District Council	BB	Competent	Better than competent	Competent	Better than competent
Taupō District Council	BBB	Competent	Better than competent	Competent	Better than competent
Upper Hutt City Council	BB	Competent	Variable	Competent	Competent
Waikato Regional Council	A	Better than competent	Stand out	Performing well	Better than competent
Waimakariri District Council	AA	Performing well	Stand out	Performing well	Performing well
Wairoa District Council	BB	Better than competent	Variable	Competent	Performing well
Waitaki District Council	BBB	Better than competent	Competent	Performing well	Performing well
Whakatane District Council	BB	Variable	Competent	Competent	Better than competent
Whanganui District Council	BB	Variable	Competent	Better than competent	Competent



A measure
for better
community value.

PO Box 1214
Wellington 6140
New Zealand

P. 64 4 924 1200
www.councilmark.co.nz

The CouncilMARK™ Programme is a proprietary programme
operated by Local Government New Zealand using Independent Assessors.

councilmark.co.nz