



Statement of work

Background

Kāpiti Coast District Council (KCDC) is completing a legally required Representation Review in 2021. The Review will establish whether the current arrangements for fair and effective representation (councillors and wards) meet our communities' needs and expectations.

The Review begins with gathering community views and considering options for representation, before developing an initial proposal for consultation and then refining this based on submissions received, to determine a final proposal. If there are no appeals or objections, then the proposed arrangements will come into effect for local authority elections in 2022 and 2025. If the final proposal is appealed, or does not comply with the guidelines, then it will be referred to the Local Government Commission who will make a binding determination.

Purpose

The overall purpose of Empathy's role is to help KCDC gather and analyse community views on representation .

Specific objectives are to:

- guide all community engagement activities — what the activities are for, how we'll achieve that, prompts and materials we'll use
- lead facilitation of some community engagement activities
- lead the process of making sense of, and uncovering meaning from, what we hear from the community
- enable KCDC to consider the community view alongside other important inputs
- document aspects of the community view.

Approach

Empathy and KCDC will work as one engagement and communications team, taking on different and complementary roles. We will take a people-centred design approach, genuinely building empathy for people as we move from broad empathy-gathering to narrow scenario-testing. Our suite of engagement activities

will ensure we get voices that are harder to hear, not just those confident and driven to reach out to Council.

Phases of engagement

Four phases of engagement are covered in this statement of work. Empathy will be responsible for some activities within those phases.

Phase	Objective
Phase 1: Engage in engagement	Engage people in the engagement <ul style="list-style-type: none"> • Raise awareness of the representation review • Raise knowledge about representation • Get some early and broad thoughts on the topic • Build engagement to the engagement generally, and recruit some people for specific later activities
Phase 2: Get broad input	Understand what's broadly important people <ul style="list-style-type: none"> • Increase engagement in the representation review • Get input into broad topics, to understand key principles for representation and fuel our thinking • Continue to gently educate
Phase 3: Get more specific input	Get input into some specific concepts <ul style="list-style-type: none"> • Get input into different ways the principles from the last phase could be applied — to road-test our understanding of the principles and specific scenarios • Continue to gently educate
Phase 4: Consult on initial proposal	Seek community comment on initial proposal

Activities for engagement

We will use a combination of activities to ensure we learn what we need to learn, as noted below. Empathy will guide all activities, and plan, organise and facilitate some. Different prompts will be used at different phases. Some activities are noted as optional, or back-ups in case we're not getting what we need from the planned activities. Because there is a very fine line between communication and engagement, or maybe no line at all, some communication activities are also noted below.

Phase	Objective
'Informing' channels	<ul style="list-style-type: none"> • Eg website, newsletter columns, media advisories, Everything Kāpiti • Used to raise awareness, gently educate people, encourage people to provide input, and point people to input channels • Lead by KCDC, influenced by Empathy
Presentation(s)	<ul style="list-style-type: none"> • Information presentations in spaces that also allow community input, eg via activity stations • Used to raise awareness, gently educate people, encourage people to provide input, point people to input channels, and gather on-the-spot input • Lead by KCDC, influenced by Empathy
Pop-ups	<ul style="list-style-type: none"> • Displays and/or activity stations in community spaces • Used to raise awareness, gently educate people, encourage people to provide input, point people to input channels, and gather on-the-spot input • Lead by KCDC, influenced by Empathy
Intercepts in community spaces	<ul style="list-style-type: none"> • Short (5-25min), unscheduled conversations with people in community spaces • Used to get input on one-to-five specific prompts • Good for reaching people who wouldn't normally reach out to Council to provide input • Lead by KCDC, influenced by Empathy
Bang the table	<ul style="list-style-type: none"> • Digital engagement and consultation tool • Used to get input into specific prompts • Good for people who are digitally enabled and happy to reach out to Council to provide input • Lead by KCDC, influenced by Empathy
Recruited 'deep-dive' interviews	<ul style="list-style-type: none"> • Long (90min) scheduled conversations and walk-arounds with recruited people • Used to dig deep into life context, attitudes and needs as they relate to the representation review • Good for clearly hearing people who wouldn't normally reach out to Council to provide input • Lead by Empathy, influenced by KCDC
Follow-up recruited interviews (optional)	<ul style="list-style-type: none"> • Scheduled conversations (60-90min) with the same people from the earlier recruited interviews • Used to get more specific info and test scenarios (Engagement Phase 3) • Lead by Empathy, influenced by KCDC

Focus groups (optional)	<ul style="list-style-type: none"> • Used to gently educate and get input into specific prompts • Good for ensuring specific groups of interest are included, and to get a group's input throughout the process as the funnel goes from wide to narrow • Lead by Empathy, influenced by KCDC
Phone interviews (back-up)	<ul style="list-style-type: none"> • Short (5-15min), unscheduled conversations with people who answer their phone • Used to get input on one-to-five specific prompts • Good for increasing numbers, and sometimes for hearing from different people • Lead by another provider, influenced by Empathy

Overview of Empathy's scope

Specific objectives are to:

- setting the intention for each phase, determining the research questions and objectives for each activity within the phase
- light preparation and training KCDC on intercept interviews
- preparing for, recruiting for, and doing the recruited deep-dive interviews
- preparing for, recruiting for, and doing the follow-up recruited interviews (if they go ahead)
- preparing for, recruiting for, and facilitating focus groups (if they go ahead)
- analysis of all engagement activities
- working with KCDC and Dale to determine scenarios
- documenting community voice from all engagement activities.

Project phases and activities

Set up for success

This phase is about getting the Empathy team on board and ready to go.

Empathy	KCDC
<ul style="list-style-type: none"> • Brief the Empathy project team • Set up systems and processes • Read background documents • Discuss risks and issues 	<ul style="list-style-type: none"> • Introduce Empathy and Dale • Provide other relevant background information • Discuss risks and issues

Engage people in the engagement (Engagement Phase 1)

This phase is about raising awareness of the representation review, increasing people's knowable about representation, getting some early and broad thoughts

on the topic, and recruiting some people for specific later activities. Activities will be ‘informing’ channels, presentation(s), pop-ups, and bang the table.

Empathy	KCDC
<ul style="list-style-type: none"> • Determine engagement objectives, including what we’re seeking to learn • Plan engagement activities — activities, prompts, materials, collection mechanisms, field note format • Feed into material creation and preparation for ‘informing’ channels, presentation(s), pop-ups, ‘bang the table’ • Analyse field notes and extract key information to fuel the next phase; email a high-level summary to the team • Begin to recruit for focus groups (optional, tbc) 	<ul style="list-style-type: none"> • Feed into engagement objectives, including what we’re seeking to learn • Feed into engagement activities — activities, prompts, materials, collection mechanisms, field note format • Create materials and prepare for ‘informing’ channels, presentation(s), pop-ups and ‘bang the table’ • Understand engagement via ‘informing’ channels, presentation(s), pop-ups and ‘bang the table’; collect field notes • Pass field notes back to Empathy for analysis

Get broad input (Engagement Phase 2)

This phase is about understanding what’s broadly important people, increasing engagement in the representation review, understanding key principles for representation to fuel our thinking, and continuing to gently educate. Activities will be ‘informing’ channels, presentation(s), pop-ups, bang the table, intercept interviews, recruited deep-dive conversations, and maybe focus groups.

Empathy	KCDC
<ul style="list-style-type: none"> • Determine engagement objectives, including what we’re seeking to learn • Plan engagement activities — activities, prompts, materials, collection mechanisms, field note format • Feed into material creation and preparation for ‘informing’ channels, presentation(s), pop-ups, ‘bang the table’ • Create materials and prepare for intercept interviews, recruited deep-dive interviews, and maybe focus groups • Undertake recruited deep-dive interviews, and maybe focus groups; collect field notes • Analyse field notes and extract key information to fuel the next phase; email a high-level summary to the team 	<ul style="list-style-type: none"> • Feed into engagement objectives, including what we’re seeking to learn • Feed into engagement activities — activities, prompts, materials, collection mechanisms, field note format • Create materials and prepare for ‘informing’ channels, presentation(s), pop-ups and ‘bang the table’ • Undertake engagement via ‘informing’ channels, presentation(s), pop-ups, ‘bang the table’, and intercept interviews; collect field notes • Pass field notes back to Empathy for analysis

Get more specific input (Engagement Phase 3)

This phase is about road-testing our understanding of the principles and specific scenarios, and continuing to gently educate. Activities will be ‘informing’ channels, presentation(s), pop-ups, bang the table, intercept interviews, maybe focus groups, and maybe follow-up recruited interviews.

Empathy	KCDC
<ul style="list-style-type: none"> • Determine engagement objectives, including what we’re seeking to learn • Plan engagement activities — activities, prompts, materials, collection mechanisms, field note format • Feed into material creation and preparation for ‘informing’ channels, presentation(s), pop-ups, ‘bang the table’ • Create materials and prepare for intercept interviews, maybe focus groups, and maybe follow-up recruited interviews • Maybe undertake focus groups, maybe undertake follow-up recruited interviews; collect field notes • Analyse field notes and extract key information to fuel the next phase; email a high-level summary to the team 	<ul style="list-style-type: none"> • Lead creation of scenarios (via another third party, Dale) • Feed into engagement objectives, including what we’re seeking to learn • Feed into engagement activities — activities, prompts, materials, collection mechanisms, field note format • Create materials and prepare for ‘informing’ channels, presentation(s), pop-ups and ‘bang the table’ • Undertake engagement via ‘informing’ channels, presentation(s), pop-ups, ‘bang the table’, and intercept interviews; collect field notes • Pass field notes back to Empathy for analysis

Document and recommend

This phase is about documenting the community voice and creating a recommendation for Elected Council.

Empathy	KCDC
<ul style="list-style-type: none"> • Document a summary of the community voice, as a key input into the review and recommendations • Feed into the creation of a recommendation paper for Elected Council (optional) 	<ul style="list-style-type: none"> • Determine recommendations • Create a recommendation paper for Elected Council

Consult on initial proposal (Engagement Phase 4)

This phase is about seeking community comment on initial proposal. Activities will be ‘informing’ channels, ‘submission’ channels, and focus groups.

Empathy	KCDC
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- Feed into engagement objectives, including what we're seeking to learn (optional)
 - Create materials and prepare for focus groups (optional)
 - Undertake focus groups (optional)
 - Support analysis of submissions (optional)
 - Determine engagement objectives, including what we're seeking to learn
 - Create materials and prepare for 'informing' channels and 'submission' channels
 - Undertake engagement via 'informing' channels and 'submission' channels
 - Analyse submissions
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Deliverables

We will provide the following deliverables:

- A deliverable that captures perspectives of the community, as a credible and useful input to representation review — likely a memo-style written report of 15-20 pages, including some quotes, in KCDC branding.
- Weekly project status reports.

Additional materials

Additional materials might be created and/or used during the project. Given the amount of inherent knowhow involved in these materials, they are considered existing intellectual property. Additional materials include but are not limited to:

- guides for design research conversations
- materials for community engagement workshops
- research analysis frameworks.

Timelines

A more detailed timeline will be created together at the start of the project. For now, the following provides timing of phases final document delivery.

Phase	Start	Complete
Set up for success	Mid Jan	End Jan
Engage people in engagement (Engagement Phase 1)	Mid Jan	End Feb
Get broad input (Engagement Phase 2)	Beg Mar	End Apr
Get more specific input (Engagement Phase 3)	End Apr	End May
Document and recommend	Beg Jun	Mid Jun
Consult on final options (Engagement Phase 4)	Beg Aug	End Sep