

2012-2022 Ten Year Plan - Community Benefit Assessment Tool
Attachment B: Community Benefit Assessment Tool - how to guide

How to Assess Community Benefit:

1. Assemble relevant information, by activity, regarding planned/proposed projects and programmes.
2. Fill in the item worksheet according to the Council Outcome Impact definitions in Fig 1.
3. Determine an 'average' impact result by looking at your worksheet results. Note that any one occurrence of an 'extreme' benefit impact should default to an overall extreme rating and should not be averaged down.
4. Determine a 'Community Priority' level based on what you know about how important the community considers this item to be. (Information about this should be in the relevant activity plan, community plans, ratepayer surveys, workshop feedback, submissions etc. Choose an appropriate level from 'Fig 2 Community Priority Levels')
5. Use the Council Outcome impact description and the Community Priority Level to determine an overall a rating in the Community Benefit matrix.

Council Outcomes Contribution Matrix

This matrix serves as a tool designed to assist in determining the benefit to the achievement of the council outcomes, in prioritising activities and specific projects and programmes within activities.

This matrix is intended to specifically assess the extent to which any item may contribute toward the achievement of council outcomes as part of a process in determining its overall priority level.

Fig 1: Council Outcomes Impact descriptions

Level	Description	Example detail description
1	Insignificant	Negligible/very limited contribution to council outcomes. Very few people benefit (less than 2000 people or lots), improvement on community well being is minimal. Minimal environmental protection/enhancement.
2	Minor	Minor contribution to council outcomes. Few people benefit (between 2000-5000 people or lots). Improvement to community wellbeing is not significant. Limited environmental protection/enhancement.
3	Moderate	Moderate contribution to council outcomes. Where a relevant legislative definition of significant exists this should be applied. Some people benefit (between 5000-10000 people or lots), Improvement to community wellbeing is considerable. Important environmental enhancement or protection.
4	Major	This item is very important to achieving the council outcomes. Many lives benefit and improvement to community wellbeing is greatly improved immediately and or in the future. Benefits 10000-20000 people or lots. Significant improvements to environmental protection or enhancements are gained through the delivery of this item.
5	Extreme	The contribution or effect on council outcomes is widespread. The vast majority of people experience an improvement to their wellbeing. A high percentage of the community benefit now and in the future. Benefits 20000 or more people or lots. Brings about real and enduring positive effects for the enhancement or protection of the environment.

Community Priority Information

- This aspect provides more information about what the community wants council to deliver and supports council outcome information with more specific information about particular services the community see as important.
- Due to the difficulty in prioritising the council outcomes, this aspect provides a way of factoring expressed priorities of the community in decision making.
- Information about community priorities can be obtained from the community plans, reserve management plans, submissions and the recent ratepayer survey which prioritises the activities. Each item should be considered in terms of the priority level of the activity it is delivered within, if it cannot be located separately in the descriptors. A discussion of this along with any other stakeholder information should available in the activity plan.
- If comparing items within an activity plan, and no distinction can be made, this factor can be held constant and thus a decision is determined by other factors such as council outcome contribution. If there is still no determination between the two, the difference must be considered immaterial.

Fig 2 Community Priority Levels

Level	Description	Example detail description
1	Very High Community priority	Strongly expressed by the community in ratepayer surveys, community plans, submissions to Council as something that is a priority above all or nearly all other Council Services. (For example: ranked in the top 5 in the ratepayer survey, or ranked in the top 5-10 in the ratepayer survey and is also a very high priority item in community or reserve management plans.)
2	Important Community Priority	Expressed by a majority of people in ratepayer surveys, community plans, submissions to Council as something that is a priority over most other things. (For example: ranked in the top 5-10 in the ratepayer survey, or ranked in the top 10-15 in the ratepayer survey and is also a high priority item in community or reserve management plans.)
3	Moderate Community Priority	Something that there is a strong feeling about in the community, something that is expressed in a considerable number of submissions and or is rated as a medium level priority in ratepayer surveys or community plans. (For example: ranked in the top 10-15 in the ratepayer survey, or ranked in the top 15-20 in the ratepayer survey and is a medium priority item in Community or reserve management plans.)
4	Low Community Priority	A few people in the community or specific interest groups think this is a priority according to ratepayer surveys. Submissions may be received from time to time. Mentioned in community plans but not considered to be very important.(For example: ranked in the top 20-25 in the ratepayer survey, or ranked in the bottom 5 in the ratepayer survey and is a low priority item in community or reserve management plans.)
5	Very low Community Priority	No clear expressed community demand for this as a priority. No mention in community plans. Bottom of the list in community/ratepayer surveys. Submissions rarely, if ever, received in relation to this issue. For example: ranked in the bottom 5 in the ratepayer survey and does not feature as a priority in community or reserve management plans

The contribution to council outcomes information combined with information about community preferences can be combined in the following table to produce an overall 'Benefit to Community' rating for each item.

Fig 3 Community Benefit Matrix:

	Insignificant	Minor	Moderate	Major	Extreme
Very High Community priority	Medium	High	Very High	Very High	Very High
Important Community priority	Medium	Medium	High	Very High	Very High
Moderate Community priority	Low	Medium	Medium	High	Very High
Low Community priority	Low	Low	Medium	Medium	High
Very low community priority	Low	Low	Medium	Medium	High

Prioritisation for Delivery

This rating can then be factored against the Delivery Priority Factor (NB: previously called the capex factor) to determine a Delivery Priority.

The following table should be used to determine the Delivery Priority Factor which is an overall assessment of the technical information relating to the item. Relevant government legislation, asset condition, system quality and so on form the basis for assessing this factor.

Fig 4. Delivery Factor Table

Descriptor	Economic	Environment, Legal & Compliance	Operational Risk	System, Asset & Project Performance
Essential / Critical	Opportunity loss >\$2m AC component generally > 80% and/or project required prior to growth	Critical environmental harm, potential large-scale class action, prosecution with maximum fine or imprisonment	<i>Extreme</i> Serious loss of operational capability for 3-4 months and serious disruption to service levels	Major unacceptable system, asset, quality or condition problem; failure to achieve critical system, asset or performance goals
Very Important	Opportunity loss \$1M - \$2M AC component generally 60 - 80% and / or project required as growth happens	Major environmental harm or long term recovery; high profile legal challenge or prosecution with heavy fine	<i>Major</i> Serious loss of operational capability for over 8 weeks and major disruption to service levels	Failure to achieve some system, asset, quality or condition targets
Important / Significant	Opportunity loss \$0.5M - \$1M AC component generally 40 - 60% and / or project required soon after growth happened	Measurable environmental harm; some legal constraints imposed	<i>Moderate</i> Serious loss of operational capability for over 6 weeks and/or disruption to service levels for 4-6 weeks	Some reduction in system, asset, quality or condition

Desirable	Opportunity loss \$0.1M - \$0.5M AC component generally 10 - 40% and / or project in part required by growth but timing flexible	Infrequent and immaterial effect on environmental or community (e.g. infrequent noise, odour, one-off measurable environmental impact); minor technical legal challenge	<i>Minor</i> Loss of operational capability in some areas and/or some disruption to service levels	Minor system, asset, quality or condition degradation
Marginal / Unlikely	Opportunity loss <\$0.1M AC component generally < 10% and timing not critical	Negligible legal impact or breach of consent conditions	<i>Insignificant</i> No loss of operational capability and/or minimal disruption to service levels	Negligible system, asset, quality or condition impact

Overall Delivery Priority

The Community Benefit Factor and the Delivery Priority Factor determined in the above steps are combined in the matrix below resulting in an Overall Delivery Priority which will create an ordered list of delivery items for further consideration with respect to funding or affordability.

Fig 5 Overall Delivery Priority Matrix

	Low Community Benefit	Medium Community Benefit	High Community Benefit	Very High Community Benefit
Marginal Factor	Not Important	Not Important	Low Importance	Important
Desirable Factor	Not important	Low Importance	Important	Very Important
Important Factor	Low Importance	Importance	Important	Critical
Very Important Factor	Important	Very Important	Very Important	Critical
Essential Factor	Critical	Critical	Critical	Critical