

Strategic Area 1: Governance

DRAFT

Strategic area 1

Governance

Introduction

This provides a succinct outline of the key challenges we face, our long term approach, the outcomes we seek, the types of things we do towards those, and an indication of the measures we use to monitor progress. We also state what we'll focus on for the next three years.

Strategy tree

The diagram shows the links between the community outcomes, our long-term outcomes and the activities we do towards those

1.1 City governance and engagement

This activity covers our decision-making role. We outline what we do, provide context as to why it's important, and outline the budget and performance measures for this area.

1.2 Maori and mana whenua partnerships

This activity includes a statement on what we'll do to develop opportunities for Maori to contribute to our decision-making processes (as required by law). We also outline our partnership with mana whenua, provide context as to why that's important, and outline the budget and performance measures for this area.

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Strategy at a glance

OUR AIM	OUR ACTIVITIES - WHAT WE DO TO SUPPORT OUR AIM	CHALLENGES WE FACE	OUR LONG-TERM APPROACH	OUR FOCUS / PRIORITIES	HOW WE KNOW WHEN WE'VE SUCCEEDED
<p>Delivering trust and confidence in civic decision-making</p>	<p>1.1 City governance and engagement 1.2 Maori and mana whenua partnership</p>	<ul style="list-style-type: none"> ▪ Consulting in ways that residents find meaningful and convenient. ▪ Raising understanding of Council decision-making processes and opportunities for input. ▪ Demonstrating that decisions are made in the city's wider interests. 	<ul style="list-style-type: none"> ▪ Building public trust and confidence in the decisions we make and the services that are offered. ▪ Increasing awareness of the reasons for our decisions and in particular our need to balance our limited resources across all our services. ▪ Developing new ways to engage – ones that better meet residents' needs. 	<ul style="list-style-type: none"> ▪ Making effective use of online tools to make it more convenient for people. ▪ Strengthen our relationships with the government sector and the wider region so that we can continue to influence decisions that affect our communities. ▪ Sustaining and enhancing our partnerships with mana whenua. 	<ul style="list-style-type: none"> ▪ When the percentage of residents who believe decisions are being made in the best interests in the city continues to increase. ▪ When an increasing percentage of residents continue to state they are satisfied with their involvement in decision-making. ▪ When mana whenua express continued satisfaction with all aspects of our interactions.

Governance

Introduction

Delivering trust and confidence in civic decision-making

One of our statutory functions is to 'facilitate democratic local decision-making' – in other words, make sure Wellingtonians have a say about the city and its direction.

In practice, this means:

- keeping residents and local businesses informed
- providing opportunities for input at all levels – from elections every three years to receiving submissions about strategies and plans, to being able to have a complaint addressed when services aren't working as they should, and
- ensuring all people and communities feel able to participate in the local democratic process.

The challenges we face

All civic organisations face challenges in informing and engaging with residents. People have busy lives, and in general are less involved in and trusting of public institutions than they once were. In Wellington, as in other cities, the challenges we face include:

- declining involvement in local elections
- consulting in ways that residents find meaningful and convenient
- ensuring that all voices are heard, especially as the city becomes more diverse
- raising understanding of Council decision-making processes and opportunities for input
- demonstrating that decisions are made in the city's wider interests.

The long term approach

Wellington City Council's long term approach to engagement and governance is to build public trust and confidence in the decisions we make and the services that are offered. This is important for the health of our local democracy. The more aware residents are of the reasons for our decisions and in particular our need to balance our limited resources across all our services, the more confident they are likely to feel in the decision-making process.

The approach is based on finding new ways to engage – ones that hopefully better meet residents' needs. This includes recognising the important connections our operational staff make with residents on a daily basis, and increasing our commitments to providing information and receiving feedback online.

Supporting policies

Our work in this area is supported by our Engagement Policy, Significance Policy, rating policies and the procedures and controls we have in place around our committee structure. More detailed information about the Council's governance role can be found in the Governance and Management report within our 2008 Annual Report. All of these documents are available from www.Wellington.govt.nz.

Links to other strategies

Our governance work is overarching. The decisions we make and the way we make them drives the services we provide in our other strategies.

As such, the achievement of our main goal here: to build public trust and confidence, is interlinked with the way all of our services are delivered and experienced.

Key facts

- The Council is made up of the mayor and 14 councillors. They are elected to make decisions on behalf of residents and ratepayers.
- Only 40 percent of Wellingtonians voted in local elections in 2007, down almost eight percentage points from the 2001 election.
- Each year, we hold more than 130 meetings of the Council and its committees and subcommittees. Agendas are as required at least two working days in advance.
- The percentage of residents that believe the Council makes decisions in the best interests of the city is increasing (from 54% in 2007 to 59% in 2008).
- Our Contact Centre answers more than half a million calls each year.

Negative effects

We do not anticipate any significant negative effects from our engagement and governance activities.

What we want – the outcomes we seek

Wellington City Council aims to achieve the following long-term goals or 'outcomes' for the city. Along with the Council, businesses, community organisations, central and regional government, and individuals all play crucial roles in contributing to these outcomes.

***MORE INCLUSIVE** – Wellingtonians will become more actively involved in the direction of their communities.*

We provide a wide range of opportunities for input, ranging from voting in local elections to making submissions on Council initiatives and proposals to providing points of access for people to raise questions or suggestion about the city or services.

We measure progress towards this outcome by monitoring voter turn-out and residents satisfaction with the way council involves them in decision-making.

***MORE ACTIVELY ENGAGED** – Wellingtonians will (a) recognise the special position of Maori in the city's history and this will be evident in current relationships; (b) operate an open and honest decision-making process that generates confidence and trust in the decision-making system, and (c) information required by citizens and groups will be easily accessible to enable participation in the community.*

We contribute to this outcome by:

- engaging with and involving mana whenua in our decision-making
- informing residents through a variety of publications, newspaper advertisements, and our award-winning website.
- making decisions in meetings which are open to the public unless there is a compelling reason for confidentiality

We measure progress towards this outcome by monitoring the percentage of residents that believe the Council make decisions in the city's best interests.

Our focus for the next three years

The way we respond to or current challenges will be important over the next three years. Our key focus will be on:

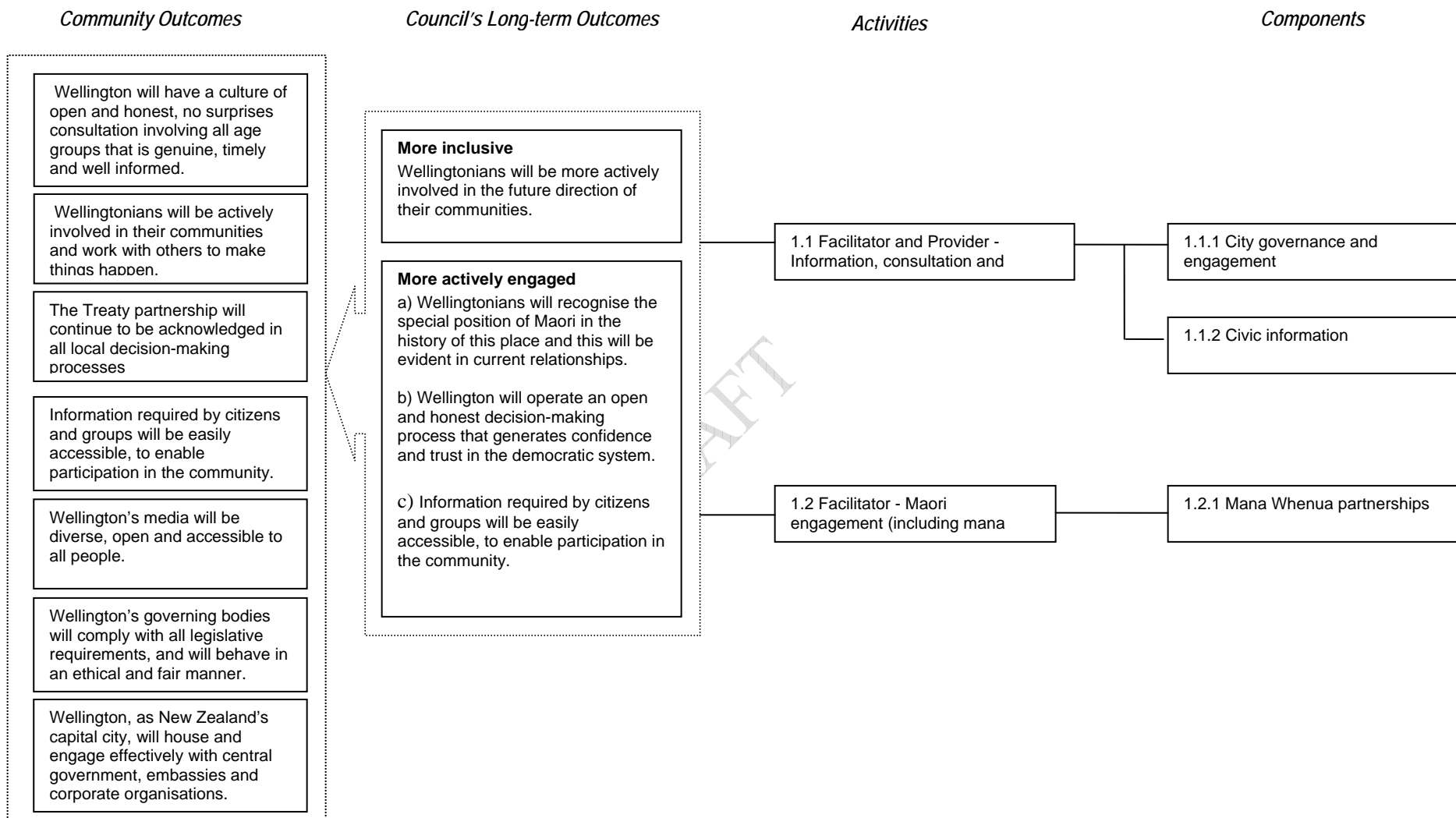
- Making effective use of online tools to make it more convenient for people – including youth who have historically been hard to reach – to comment on Council's proposals.
- Strengthening our relationships with the government sector and the wider region so that we can continue to influence decisions that affect our communities.
- Sustaining and enhancing our partnerships with mana whenua.

Our investment in the city

In the next three years we plan to spend \$44.37 million in operating expenditure and \$107,000 on capital projects in this area.

Over the next few pages, we provide detailed information about our activities in this area, what they cost, who we think should pay, and the other measures we use to monitor our performance

Strategy tree



1.1 CITY GOVERNANCE AND ENGAGEMENT

What's included here

We aim for a culture of openness where the city's residents can get information about the city and how it runs, and feel that they can make their views known.

Our decision-making and consultation processes are designed to do that.

This includes:

- the work of the mayor and councillors in setting the strategic direction for the city (and the secretariat support provided to them)
- making sound decisions on policies and bylaws
- accounting for our performance through annual plans and annual reports
- providing avenues for the public to have a say on decisions that affect their lives
- supporting community boards and running local elections
- allowing access to information and points of contact for queries and complaints to be resolved.

Why it's important

Democratic local decision-making is important for its own sake, because we exist to represent the collective will of the people we serve. It is also important for the benefits it brings such as higher levels of community engagement and higher confidence in local decision-making.

As with all Councils, we have directive powers – we require land owners to pay rates and we set bylaws that can place limits on people's actions. It is therefore important that people have a right to and can comment or object to the decisions we plan to make.

Providing information about our services is important for several reasons. It allows people to have an input into decisions, or take advantage of entertainment or recreation opportunities, or make decisions about their own property, or simply to know what's going on in their local area. Open, honest communication about public services is part of any healthy democracy.

These notions are reflected in legislation. The Local Government Act 2002 sets out the decision-making, planning and accountability procedures expected of local authorities. Other legislation requires us to keep a record of our work and provide access to the information we hold. The work we do under this activity ensures we comply with these requirements. Preparing this long-term plan is one example.

Contribution to community outcomes

Our city governance and engagement work contributes substantially to the following community outcomes: “Wellington’s governing bodies will comply with all legislative requirements, and will behave in an ethical and fair manner”, ‘Wellington will have a culture of open and honest, no surprises consultation involving all age groups that is genuine, timely and well informed’, and ‘Information required by citizens and groups will be easily accessible, to enable participation in the community’.

What we’ll provide – our level of service

The decisions required to run a city can be complex. Our processes are designed to ensure that our decisions take account of emerging issues, communities’ views, alternative options, legislation and our past performance. All of this takes time, research, analysis, and debate and it involves a range of people with different skills.

Our workload over the next three years is based on past demands and at a level sufficient to guide the implementation of the activities in this plan. We’ll comply with legislation and be responsive to any proposed changes to the law that may affect our communities. And we’ll remain committed to engaging with the public on matters about the city.

The extent to which we consult on matters will be determined by: legislation; our consultation policy; the significance and nature of the decision to be made; the level of public interest in the matter; the potential impact on

affected and interested parties; the urgency of the matter; and the extent to which the views of the community are already known to the Council.

In terms of ensuring access to information, we’ll:

- keep residents informed through a wide variety of media, including newspapers, radio, Council publications, the weekly *Our Wellington* page in the Dominion Post and our website
- provide agendas for Council and committee meetings in advance, and make our meetings open to the public except on occasions where there is a legitimate reason for Council to consider confidential matters
- provide information, answer queries and address complaints through our 24-hour-a-day Contact Centre
- give members of the public access to information on property values.

We’ve considered what we can do to reduce our costs in this activity. We’re proposing to reduce the design and printing aspects of our publications and to limit catering costs for council meetings.

Over the next three years we plan to do the following key projects:

- We'll review the community outcomes. Our current set of community outcomes were developed in 2006 (see Part Two Setting Our Direction). We plan to facilitate this process in the lead up to the next long-term plan when we will be required to by legislation.
- We'll explore new ways to engage with the public. In recent years we've introduced online surveys and e-petitions. We'll continue to trial other options (such as discussion boards on civic issues) that are convenient, easy to use and tailored to the information that's being sought or shared.
- We'll strengthen regional and community networks. It will be important for Wellington to consider the principles discussed by the Royal Commission of Inquiry into Auckland Governance. *Grow Wellington* the regional economic development agency is an example of how the

wider region can work collectively. We'll continue to explore the most effective and efficient ways to capture economies of scale and co-ordinated decision-making (such as shared services) while providing for local influence on matters that affect local communities.

- We'll develop an advocacy programme at both elected member and officer level to generate greater and more coordinated central government investment into services and programmes for the city.
- We'll run the local body election on 9 October 2010.
- We'll carry out a Representation Review in 2012 to get public views about the size of the Council, whether we should elect on a city wide basis or by wards, and the number and location of community boards.
- We'll outline our progress towards this plan every year in our Annual Report.

How we'll measure our levels of service and performance

We'll know we're making progress when our work results in the continued increase in the percentage of residents who believe decisions are being made in the best interests in the city (59% in 2008 up from 54% in 2006). Other ways we'll measure our performance include:

OUTCOMES WE SEEK	MEASURING PROGRESS TOWARDS OUR OUTCOMES					
<p>MORE INCLUSIVE MORE ACTIVELY ENGAGED</p>	<ul style="list-style-type: none"> ▪ Residents who agree that decisions are made in the best interest of the city ▪ Resident perceptions that they understand how the Council make decisions ▪ Resident perceptions of their extent of influence on Council decision-making 					
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS				
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19
<p>We run elections and meetings of the Council and committees. Agendas are made available to the public in advance.</p> <p>We engage and consult widely with the community before making decisions, and seek feedback on issues facing the city.</p> <p>We keep residents informed through a wide variety of media, provide information and address complaints through our Contact Centre.</p>	Resident (%) satisfaction with the level of consultation (e.g. the right amount)	59%	At least 60%	At least 60%	At least 60%	At least 60%
	Residents (%) who are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making	74%	At least 80%	At least 80%	At least 80%	At least 80%
	Number of consultation processes undertaken and the number of people that submit	No target - we use this information for monitoring purposes				
	Voter turn-out in local elections	40%	NA	At least 50%	NA	At least 50%
	E-democracy participation - number of e-petitions and number of people that participate	No target - we use this information for monitoring purposes				
	Council and committee agendas (%) made available to the public 5 days prior to the meeting	New measure	90%	90%	90%	90%
	Residents (%) who agree that Council information is easy to access (i.e. from web centre, libraries, newspapers, etc)	73%	At least 75%	At least 76%	At least 78%	At least 80%
	Contact Centre response rate to: calls (%) answered within 30 seconds and emails (%) responded to within 24 hours	Calls: 74% Emails: 100%	Calls: 80% Emails: 100%	Calls: 80% Emails: 100%	Calls: 80% Emails: 100%	Calls: 80% Emails: 100%

How we manage our assets that support this activity

Much of the work for this activity requires office space and meeting rooms. These are provided within the central administration and municipal buildings. The management of these assets is done through ensuring processes and contracts are in place to keep the buildings and other assets in suitable condition. Renewal and replacement is programmed to meet business needs. Usage is expected to be constant over the next three years.

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downturn/other
City governance and engagement (1.1.1)	-	-	100%	100%	-	-	-
Civic information (1.1.2)	5%	-	95%	95%	-	-	-

*Note that some revenue is generated because we run elections and provide valuation services to other agencies such as Greater Wellington Regional Council. Our Contact Centre also provides after hour services for Hutt City and gets revenue for that. For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

1.1 Information, consultation and decision making	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
1.1.1 City governance and engagement	(12)	8,757	8,745	-
1.1.2 Civic information	(352)	5,660	5,308	-
2009/10 1.1 Total	(364)	14,417	14,053	-
2010/11 1.1 Total	(596)	15,658	15,062	107
2011/12 1.1 Total	(386)	15,298	14,912	-

1.2 MAORI AND MANA WHENUA PARTNERSHIPS

What's included here

We acknowledge the special place of Māori in Wellington's history and aim to work with them to strengthen opportunities to participate.

The activity covers the formal relationships we have with mana whenua (i.e. iwi with customary authority over the area). It also includes the steps we're taking to promote opportunities for Māori to contribute to our decision-making process.

(See also the Cultural well-being chapter.)

Why it's important

Wellington has a long history of settlement by Māori, and this creates opportunities and responsibilities for the Council. We want to see the special position of mana whenua acknowledged and reflected in the way we make decisions about the city and its resources. The progression of Treaty of Waitangi claims for both Ngati Toa and Port Nicholson Block claimants (Taranaki whanui) brings into focus the relationship.

As a local authority with a Crown mandate to control development of land and other resources, we have obligations to ensure mana whenua views are heard. As owners of prominent pieces of land – such as parts of Shelly Bay – it's important that we work together to achieve great outcomes for Wellington. We're keen that the development of such sites meets the needs of mana whenua and add to the city's sense of place.

Engagement with the wider Māori community reflects the right of all residents and groups in the city to have a say about issues affecting them.

Contribution to community outcomes

Through this activity we aim to meet the community outcome that: 'The Treaty partnership will continue to be acknowledged in all local decision-making processes'. This activity also contributes to the following outcomes: 'Wellington will have a culture of open and honest, no surprises consultation involving all age groups that is genuine, timely and well informed', 'Tangata Whenua and our multi-cultural diversity will be recognised, valued and reflected in our city's culture,' and 'Information required by citizens and groups will be easily accessible to enable participation in the community'.

What we'll provide – our level of service

We work with the city's two mana whenua organisations, the Wellington Tenth Trust and Ngati Toa Rangatira, to ensure their views are represented in decisions about the city, and to ensure their contribution to Wellington's heritage is fully and publicly recognised. Our responsibilities to these organisations are outlined in memoranda of understanding.

The memoranda outline how they participate in decisions on policy, protocol, and regulatory and service delivery issues. Both entities have non-voting membership on the Council's Strategy and Policy committee. These obligations place administrative and time demands on the organisations. We provide each a grant to reflect that.

This is a time of change for our mana whenua partners. The Council will look to establish renewed or new agreements with the entities that are developed as part of the process.

How we plan to develop opportunities for Maori to contribute to our decision-making processes

We recognise and act on our obligations to develop opportunities for Māori to contribute to our decision-making processes. In addition to fostering partnerships with mana whenua we build relationships with the wider Māori community through effective engagement and consultation. We will build and maintain networks with education and social service providers, Māori business, kaumatua and rangatahi.

These relationships are supported by staff in our Māori engagement team. The Director sits on our management board. This team provides the Council with advice and administrative support on relationships with Maori.

We maintain networks with Māori in Wellington and hold hui to discuss matters of mutual concern. Our internal recruitment and training procedures aim to improve our capacity to respond to Māori issues appropriately.

Our Representation Reviews – the process for setting local electoral boundaries – provide the opportunity to consider the creation of a Māori ward. In addition, five percent of the public can demand at any time that a binding poll be held on the question. Wellington's population means that only one Māori ward could be created. The partnership approach is currently favoured by mana whenua.

The Council continuously seeks to identify opportunities to improve these relationships. As part of this we survey our mana whenua partners annually.

We also promote and celebrate Māori culture through events, such as Matariki, and in public art and heritage sites. The development of a wharewaka on the waterfront is another example of increasing Maori presence in the heart of the city. Projects such as these benefit directly from the input, inspiration, funding and support of Maori. The benefits are seen by the whole community.

We hope that the visible recognition of such projects will add to peoples trust in the Council and demonstrate how engaging with us on decisions about projects and on wider issues can improve peoples experiences of the city.

How we will measure our level of service and performance

Relationships are built up and sustained through a series of actions over a period of time. We'll know our relationship is progressing when mana whenua express satisfaction with all aspects of our interactions. We'll use the following measures to gauge our performance.

COUNCIL OUTCOMES	MEASURING PROGRESS TOWARDS OUR OUTCOMES					
MORE INCLUSIVE MORE ACTIVELY ENGAGED	<ul style="list-style-type: none"> ▪ Mana whenua partner satisfaction with Council relationship ▪ Mana whenua partner satisfaction that 'Wellington is a great place to do business in' 					
COUNCIL ACTIVITY LEVELS OF SERVICE	MEASURING OUR PERFORMANCE	PERFORMANCE TARGETS				
		BASELINE 2008	2009/10	2010/11	2011/12	2012/13 – 2018/19
We work with our mana whenua partners to ensure their views are represented in decisions about the city, and work with the wider Maori community on issues of specific interest to them.	Mana whenua partner survey – satisfaction with Council relationship, including: <ul style="list-style-type: none"> ▪ General relationship and Memorandum of Understanding 	Very satisfied and neutral	Both partners are satisfied	Both partners are satisfied	Both partners are satisfied	Both partners are satisfied
	<ul style="list-style-type: none"> ▪ Policy and Resource Management Act advice ▪ Protocol advice 					
	Māori residents* (%) who are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making.	New measure	At least 80%	At least 80%	At least 80%	At least 80%

* Note: Maori residents will be surveyed from the Maori Organisations, Residents and Ratepayers Database.

Who should pay

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downturn/other
Maori and mana whenua partnerships (1.2.1)	-	-	100%	100%	-	-	-

We have obligations to ensure mana whenua views are known on decisions that affect them. This places costs on them and the Council. Given that benefits of this work flow through to the wider community, the Council considers it appropriate to fund this project from general rates. For more information on how activities are funded see our Revenue and Financing Policy in volume two.

What it will cost

1.2 Maori engagement (including mana whenua)	Operating expenditure 2009-2012			Capital expenditure 2009-2012
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
1.2.1 Maori and Mana whenua partnerships	-	110	110	-
2009/10 1.2 Total	-	110	110	-
2010/11 1.2 Total	-	114	114	-
2011/12 1.2 Total	-	116	116	-

10-YEAR FINANCIAL PROJECTIONS

<i>Operational Expenditure (\$000)</i>		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Activity	Activity Name	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.1	Information, consultation and decision making	14,417	15,658	15,298	15,861	16,989	16,584	17,115	18,381	17,976	18,768
1.2	Maori engagement (including mana whenua)	110	114	116	119	122	124	127	130	133	136
Total Operating Expenditure		14,527	15,772	15,414	15,980	17,111	16,708	17,242	18,511	18,109	18,904
Less: Non-funded Depreciation		-	-	-	-	-	-	-	-	-	-
Net Operating Expenditure		14,527	15,772	15,414	15,980	17,111	16,708	17,242	18,511	18,109	18,904
<i>Net operating expenditure funded by:</i>											
Direct activity income		364	596	386	398	652	422	434	712	461	475
General Rates		14,163	15,176	15,028	15,582	16,459	16,286	16,808	17,799	17,648	18,429
Targeted Rates		-	-	-	-	-	-	-	-	-	-
Grants & Subsidies		-	-	-	-	-	-	-	-	-	-
Other Income		-	-	-	-	-	-	-	-	-	-
Net Operational Expenditure Funding		14,527	15,772	15,414	15,980	17,111	16,708	17,242	18,511	18,109	18,904

<i>Capital Expenditure (\$000)</i>		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Activity	Activity Name	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1.1	Information, consultation and decision making	-	107	-	-	114	-	-	122	-	-
Total Capital Expenditure		-	107	-	-	114	-	-	122	-	-
<i>Capital expenditure funded by:</i>											
Depreciation		59	53	77	54	41	41	37	37	37	37
Grants & Subsidies		-	-	-	-	-	-	-	-	-	-
Development Contributions		-	-	-	-	-	-	-	-	-	-
Borrowings and working capital*		(59)	54	(77)	(54)	73	(41)	(37)	85	(37)	(37)
Capital Expenditure Funding		-	107	-	-	114	-	-	122	-	-

* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.