We aim to build trust and confidence by being open, transparent and accountable.

The challenges we face
- A low level of participation 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.

Our strategic approach
- Build public trust and confidence in the decisions we make and the services we offer.
- Increase awareness of the reasons for our decisions and, in particular, the need to balance limited resources across all of our services.
- Develop new ways to engage with residents’ – ones that better meet their needs.

In this section
1.1 Information, Consultation and Decision-making
Elected members
How we make decisions
1.2 Māori Engagement (including Mana Whenua)
Outcomes

Our 2009–19 long-term plan identified the following outcomes (ie aspirations) for our governance of the city:

More Inclusive:
Wellingtonians will become more actively involved in the direction of their communities.

More Actively Engaged:
Wellingtonians will (a) recognise the special position of Māori 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.

1 A full set of outcomes indicators is presented in the appendix: Monitoring Information on page 195.

Sources: 1: WCC Democratic Services; 2: WCC Democratic Services; 3: WCC Call Centre; 4: WCC Democratic Services; 5: Statistics NZ.
**ACTIVITY 1.1**

**information, consultation and decision-making**

Through this activity we aim to keep residents well informed and engaged and, by doing this, build trust and confidence in local decision-making.

This activity includes:

- **Civic information** - We inform residents about Council decision-making and activities, and about the city, through our website, 24-hour Community Centre, publications and other media.

**WHY IT’S IMPORTANT**

Democratic local decision-making is important for its own sake; because we exist to enable democratic local decision making by, and on behalf of our common community it is also important for the benefits it brings such as higher levels of community engagement and higher confidence in local decision-making.

Like other 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 can provide input into our decision making processes.

Providing information about our services is important for several reasons. It allows people to have an input into decisions. It also allows them to take advantage of entertainment and recreation opportunities, make decisions about their own property, or simply to know where they're 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.

**KEY PROJECTS**

- The Council adopted its 2011/12 Annual Plan after public consultation that included 787 submissions. Our consultation processes allowed us to reach new audiences, with over 70% of submissions coming from first time submitters.
- The Council adopted several policies and plans such as the Road Encroachment and Sale Policy, Water Efficiency and Conservation Plan, and Carbon Management Policy.
- We consulted on 26 initiatives and proposals including the Wellington Region Governance Review, the Draft Wellington Regional Waste Management and Minimisation Plan, proposed Miramar Town Centre improvements, proposed changes to reserves classification, and a draft plan for management of the Point Dorset Recreation Reserve.
- The 2010 local authority elections were held in 2010. See, feature on page 10.
- We implemented ‘Text-Fix’, which allows the public to notify us by text if they see something that needs fixing.
- We undertook consultation on Toward 2040: Smart Green Wellington. This draft strategy set out the long-term trends that the city will need to respond to in order to be economically sustainable. The consultation included two Storyboards – interactive spaces inside shipping containers that allowed people to visualise how the city could transform in the coming years. Around 6,000 people went through the boxes or took part in the mini-games that were used to draw in people. The strategy was scheduled for adoption in September 2011.

**WHAT IT COST**

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<tbody>
<tr>
<td>Revenue</td>
<td>11,075</td>
<td>11,380</td>
<td>11,552</td>
<td>11,756</td>
<td>11,774</td>
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<tr>
<td>Expenditure</td>
<td>10,656</td>
<td>10,577</td>
<td>10,520</td>
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<td>10,520</td>
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<td>Net Expenditure</td>
<td>419</td>
<td>803</td>
<td>302</td>
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**CAPITAL EXPENDITURE**

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<tbody>
<tr>
<td>Revenue</td>
<td>(347)</td>
<td>(325)</td>
<td>(227)</td>
<td>(22)</td>
</tr>
<tr>
<td>Expenditure</td>
<td>4,021</td>
<td>5,528</td>
<td>692</td>
<td>652</td>
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</tbody>
</table>

**HOW WE PERFORMED**

We aim to enable residents to be well informed and engaged in decision-making. To assess our performance, we conduct resident views on Council consultation processes, information provision, and decision with residents, and record levels of participation in elections. We also monitor the performance of our information, consultation and decision-making activities, and about the city, through our website, 24-hour Community Centre, publications and other media.

Percentage of residents satisfied with the level of consultation (e.g. the right amount)

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<tr>
<td>73%</td>
<td>74%</td>
<td>77%</td>
<td>74%</td>
<td>76%</td>
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</tbody>
</table>

**WHAT IF COST**

We inform residents about Council decision-making and activities, and about the city, through our website, 24-hour Community Centre, publications and other media.

Percentage of residents satisfied with Council information and number of people that participate

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<tr>
<td>77%</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
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</table>

**OPEN, HONEST COMMUNICATION ABOUT PUBLIC SERVICES IS PART OF ANY HEALTHY DEMOCRACY**

Contact centre calls that are answered within 24 hours

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</thead>
<tbody>
<tr>
<td>6%</td>
<td>11%</td>
<td>21%</td>
<td>31%</td>
<td>31%</td>
</tr>
</tbody>
</table>

**WHAT IF COST**

We do not publish open, honest communication about public services is part of any healthy democracy.
We acknowledge the special place of Māori in Wellington’s history, so our governance arrangements include formal opportunities for mana whenua to participate in decision-making and have their contributions to the city appropriately recognised. We work closely with the city’s mana whenua organisations (the Port Nicholson Block Settlement Trust and Te Runganga a Tāna-Rangi). For both mana whenua partnerships, the City Council has a non-voting role on the Council’s Strategy and Policy Committee; and formal consultation on land and resources management issues such as changes to the District Plan and protection of waahi tapu (sacred places).

In addition, through this activity:

- We work with the wider Māori community on issues of mutual interest. This includes building relationships with Māori social service providers, businesses, kaumatua and rangatiratanga, and other Māori networks, and holding hui to discuss areas of mutual concern.
- We promote and celebrate Māori culture, through events such as Matariki, Māori Language Week, Waitangi Day, through Matariki programmes themed to ‘the language of food’ which involved concerts, cooking demonstrations, and competitions
- We worked closely with Port Nicholson Block Settlement Trust to hold the annual Waitangi Day event commencing with the dawn ceremony opening of Te Wharewaka o Pōneke – Te Raukura.

WHY IT’S IMPORTANT

Māori have a long history of settlement in Wellington, and therefore special relationships with the city’s land, watersways, flora and fauna. 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 and evaluation of Treaty of Waitangi claims for Port Nicholson Block claimants has brought into focus the relationship.

We have an obligation to ensure the views of mana whenua are heard regarding land use and development. 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 are keen that the development of such sites meets the needs of mana whenua and add to the city’s sense of place.

KEY PROJECTS

- We signed a new Memorandum of Understanding with the Port Nicholson Block Settlement Trust representing Taranaki Whānui ki te Oko Pu o te Ō Tāna-Rangi, Taranaki, and Ngāti Tamaī defining the relationship with Council post-settlement.

HOW WE PERFORMED

Our aims for positive relationship with mana whenua, and high levels of engagement with all Māori in the city

Māori residents (%) who are satisfied or neutral with Council relationship


Mana whenua partner evaluation – satisfaction with Council relationship

Source: Mana Whanau Partners’ Relationship Evaluation 2017. This shows the number of Māori surveyed for each relationship with the Council and the percentage that were satisfied or neutral with the relationship.

Māori residents (%) who are satisfied or neutral with regard to their involvement with decision-making


Mana whenua partner evaluation – satisfaction with Council relationship.

Our aims for positive relationship with mana whenua, and high levels of engagement with all Māori in the city.

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 and evaluation of Treaty of Waitangi claims for Port Nicholson Block claimants has brought into focus the relationship.

We have an obligation to ensure the views of mana whenua are heard regarding land use and development.

• We reached an agreement with Te Runanga o Taranaki Whānui ki te Oko Pu o te Ō Tāna-Rangi in regard to the waka Te Raukura and commissioned a new waka for the Wharewaka.

• We worked with Pipitea marae, Ngāti Pōhore, and Port Nicholson Block Settlement Trust to host erasuries of the Christchurch earthquake – providing food, accommodation and comfort for up to 200 evacuees at Pipitea marae.

• In collaboration with Pipitea marae and Port Nicholson Block Settlement Trust, we hosted ‘Te Kāinga Hou – A New Home’ at Pipitea marae aimed at providing newcomers to New Zealand with a cultural experience and the opportunity to learn more about local marae and maori engagement.

• We undertook consultation on two major co-management proposals – Point Doreet and the Twin Belt.

WHAT IT COST

<table>
<thead>
<tr>
<th>OPERATING EXPENDITURE (2010)</th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Māori and Māori Whanau Partners’ Expenditure</td>
<td>$454,360</td>
<td>$436,120</td>
<td>$18,240</td>
</tr>
</tbody>
</table>

First lift in voter turnout in seven elections

An intensive voter awareness campaign helped to raise voter turnout at the 2010 local elections – the first lift in 18 years.

Turnout at the 2010 election was 40.11 percent – a small increase on the 39.8 percent turnout in 2007. The increase reversed a trend of declining turnout that had lasted for seven elections.

The last increase occurred at the 1992 election when turnout was 52.8 percent – up from 49.4 percent in 1989.

A close and high profile mayoral contest saw Calla Wade-Brown elected over incumbent Kerry Prendergast by a margin of 176 votes – 24,881 to 24,705. The election, held under the STV system, is believed to be the closest the capital has seen.

The contest was decided on special votes after Ms Prendergast held a narrow election night lead of just 40 votes.

The election was the third for Wellington city held under the STV system. It saw Ms Prendergast leave the Council after a distinguished contribution to the city spanning 21 years that included nine as mayor.

Three other changes occurred that saw Justin Lester (Southern Ward), Simon Marsh (Eastern Ward), and Paul Eagle (Southern Ward) join the Council. See page 11 for a full list of elected members.

An intensive voter awareness campaign contributed to the higher turnout by encouraging voter enrolment, raising understanding of the STV system, and raising awareness of the importance of voting – by emphasising, for example that:

• votes affect people’s day-to-day lives by determining how the city is run, and

• the Council is a $300-million-a-year organisation, and residents need to vote to determine how that money is spent.

These messages were communicated through a range of media including billboards, posters on public transport, radio advertising, information in Council publications, the Council’s Our Wellington page in the Dominion Post, and efforts to raise awareness among frontline Council staff.

The successful campaign built on lessons learned from a similar one held in 2007.

We have an obligation to ensure the views of mana whenua are heard regarding land use and development
Portfolio Leader: Community Engagement
Council Appointments
Meeting Attendance: 96%
Phone: 021 673 630 Email: paul.eagle@wcc.govt.nz

Trustee: Positively Wellington Tourism
Portfolio Leader: Economy
Council Appointments
JO COUGHLAN – ONSLOW-WESTERN WARD
Portfolio Leader: Social Grants Subcommittee (Chair)
Council Appointments
Meeting Attendance: 94%
Phone: (04) 970 5351 Email: stephanie.cook@wcc.govt.nz

STEPHANIE COOK – LAMBTON WARD
Portfolio Leader: Natural Environment
Council Appointments
Meeting Attendance: 95%
Phone: (04) 478 8264 Email: justin.lester@wcc.govt.nz

HeLENe Ritchie – Northern Ward
Portfolio Leader: Natural Environment
Council Appointments
Meeting Attendance: 97%
Phone: (04) 387 9363 Email: leonie.gill@wcc.govt.nz

Notes to the Table:
- The Mayor is an ex officio member of all committees and subcommittees (that is 10 bodies plus the Wellington Regional Strategy Forum). The conduct of business at these meetings can conflict with Council meeting times. Such meetings can conflict with Council meeting times.
- Members are also appointed to Council-controlled organisations, community boards, working bodies and also the length of time she can be in attendance. Despite this she of her other Mayoral duties restricts her ability to attend meetings of all these (that is 10 bodies plus the Wellington Regional Strategy Forum). The conduct
- Notes to the Table:
- The Mayor is an ex officio member of all committees and subcommittees.
- The meeting attendance figure relates to Council, committee (including Strategy Review Committee). For information on remuneration and a break-down of remuneration sources from 1 July 2010 to 30 September 2010.
- For information on remuneration and a break-down of remuneration sources from 1 February 2011 to 30 June 2011.
- The meeting attendance figure relates to Council, committee (including Strategy Review Committee). For information on remuneration and a break-down of remuneration sources from 1 July 2010 to 30 September 2010.
- For information on remuneration and a break-down of remuneration sources from 1 February 2011 to 30 June 2011.
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- For information on remuneration and a break-down of remuneration sources from 1 February 2011 to 30 June 2011.

Tawa Community Board (Appointed Member)

Elected Members to October 2010
KERRY PRENDERGAST – Mayor (City-Wide)
ROB GOULDEN – Eastern
HAYLEY WAIN – Northern

Celia Wade-Brown (Mayor) – City-Wide
Phone: (04) 836 9661 Email: mayor@wcc.govt.nz
Council Appointments
Trustee: Wellington Zoo Trust* The Mayor is an ex officio member of all Committees and subcommittees.

Andy Foster – Onslow-Western Ward
Phone: (04) 472 4220 Email: andy.foster@wcc.govt.nz
Council Appointments
Meeting Attendance: 84%
Strategy and Policy Committee (Chair)
Portfolio Leader: Transport (Public Transport and Roading)
Director: Capacity

Leonie Gill – Eastern Ward
Phone: (04) 387 8560 Email: leonie.gill@wcc.govt.nz
Meeting Attendance: 97%
Council Appointments
Regulatory and Processes Committee (Chair)
Portfolio Leader: Walking, cycling, motorcycling and safety

Justin Lester – Northern Ward
Phone: (04) 472 1355 Email: helene.ritchie@wcc.govt.nz
Meeting Attendance: 99%
Council Appointments
Portfolio Leader: Natural Environment

Iona Pannett – Lamton Ward
Phone: (04) 846 3302 Email: iona.pannett@wcc.govt.nz
Meeting Attendance: 100%
Council Appointments
Development Committees (Chair)
Portfolio Leader: Multi Environment

Bryan Pepperell – Southern Ward
Phone: (04) 836 3660 Email: bryan.pepperell@wcc.govt.nz
Meeting Attendance: 99%
Council Appointments
Interim Leader: Water, cycling, motorcycling and safety

Heleine Ritchie – Northern Ward
Phone: (04) 846 3302 Email: helene.ritchie@wcc.govt.nz
Meeting Attendance: 99%
Council Appointments
Portfolio Leader: Natural Environment

Robin Goulden – Eastern
Phone: (04) 472 8560
Mobile: 021 247 8312
Email: graemeh-tcbd@xnet.co.nz

Makara / Ohariu Community Board

Christine Grace (Chair)
Phone: (04) 476 1776
Mobile: 027 462 6616
Email: gracechristine@xtra.co.nz
Meeting Attendance 100%

Gavin Bruce (Deputy Chair)
Phone: (04) 477 2222
Mobile: 022 320 1677
Email: john@finchbush.com
Meeting Attendance 100%
how we make decisions

DECISION-MAKING STRUCTURE

The elected Council makes key decisions and sets the city’s overall direction.

The elected Council is responsible and democratically accountable for Council decision-making. Its role is to set the overall direction and priorities for the city, make key decisions, and oversee progress. Key decisions include setting rates and bylaws, setting the budget, adopting policies and strategies, and appointing the Chief Executive.

Committees ensure that proposals receive thorough scrutiny by a range of perspectives before decisions are made.

Some decisions are considered by Council committees and subcommittees before being considered by the full Council. Other decisions are delegated to committees with appropriate expertise.

All councilors are members of the Strategy and Policy Committee, which oversees the Council’s overall direction, making initial decisions on policies and strategies. The Regulatory Processes Committee oversees regulatory matters such as road stoppings and hearings under the Dog Control Act. The Performance Review Committee oversees the Chief Executive’s performance.

The Council has subcommittees overseeing the performance of Council-controlled organisations, grants, development contributions, and temporary road closures. The Audit and Risk Management Subcommittee monitors the control procedures and systems of the organisations.

From time to time, the Council appoints external members to its subcommittees, to gain additional expertise or to represent particular sectors of the community.

Responsibility for day-to-day management of Council activities is delegated to the Chief Executive.

The Chief Executive is responsible for managing these activities efficiently and effectively in accordance with legislation, and within the framework set by the Council in its plans, policies and other decisions. The Chief Executive is also responsible for providing advice to the Council, and keeping track of the Council’s finances.

Before making any significant decision, the Council carefully weighs up all of the options.

The exact process followed for any decision will vary according to its significance. For any significant decision, the Council will receive advice on and carefully consider all available options, including their costs and benefits, contribution to community aspirations, impact on the Council’s finances, and any other relevant matters such as legislative and contract requirements, or impact on other Council services.

The Council is required by law to take a long-term view, considering the impact of such decision on future well-being of Wellington and its people.

ENGAGEMENT AND CONSULTATION

All Council decision-making is informed by input from residents.

We aim to keep residents informed about Council services and decisions that affect them. Council information is available through a range of publications, libraries and service centres, and through our award-winning website and Contact Centre (for more detail, see activity 1.1 Information, Consultation and Decision making).

Keeping residents informed and encouraging engagement allows residents to influence the decision-making process.

The Council has ongoing relationships with a wide range of groups, including residents, local iwi, and groups representing interests and communities such as sportspersons, retailers, people with disabilities, Pacific people, and young people, who are represented through forums and advisory groups.

We also receive feedback through regular surveys, focus groups, meetings, petitions, letters, complaints, and through the huge amount of day-to-day contact residents have with Councilors and staff.

Before any significant decision is made, we ascertain and consider the views of affected people.

Usually, there will be several stages of consultation – first, when we identify the problem and talk to affected people and groups; then, when we have identified options; and finally, when we have identified a preferred option and are seeking input.

The exact consultation process will depend on the significance of the matter being considered, the level of public interest, and other factors such as urgency and the extent to which community views are already known to the Council. As a matter of principle, we aim to ensure that all consultation is clear and open, that affected people can have their say early in the process, that all relevant information is provided and people have enough time to comment, and that community input reflects the full range of views.

We are accountable for all of our decisions and actions.

All Council decisions are made public, and every year we publish our Annual Report setting out our performance against budget and expected service levels.

We are also accountable through legal processes, and our Annual Reports, Annual Plans and Long Term Plans are subject to the scrutiny of Audit New Zealand.

The Council is ultimately accountable through elections, which are held every three years (see page 10).

BALANCING COMPETING INTERESTS

In a community of almost 200,000 people, decision making involves balancing competing interests.

The Council is elected to represent the people of Wellington, and to act and make decisions on their behalf. In this role, the Council often has to weigh up competing views and interests. This might include balancing the interests of one part of the community against another, balancing community aspirations against financial constraints, or balancing the present against the future.

As an example, in making a decision about a bus route, the Council has to balance the needs of bus users against those of other road users such as cyclists and people in cars, and businesses moving goods.

It also has to consider environmental and safety concerns, lifestyle impacts, impacts on where people will choose to live (and therefore on other services), limits imposed by the city’silly landfillons and the existing road structure, and costs to ratepayers.

Whatever decisions Councillors make, some people will like them more than others – that’s the nature of representative democracy.

In addition, Council decisions are made in an environment where public organisations are scrutinised more than ever before, and trust in public organisations is generally declining.

We cannot make decisions by consensus, or keep everybody happy all of the time. But we do aim to ensure that our decision-making process follows an open, fair, and have the trust and confidence of Wellington’s people.

REGULATORY DECISIONS

The Council has separate processes for resource consents and other regulatory decisions.

The Local Government Act 2002 requires that processes for making regulatory decisions (for example, about building and resource consents, or liquor licensing) are kept separate from processes for making non-regulatory decisions (such as setting policies on urban development). This separation helps to ensure that laws and policies are consistently and fairly applied, and conflicts of interest are avoided.

Most regulatory decisions – for example, to grant a building or earthworks consent, or liquor licences – are made by Council officers. Some are made by hearings panels – for example, hearings for publicly notified resource consents, and hearings on dog control and fencing of swimming pools. Hearings are quasi-judicial processes and extensive training is provided to anyone appointed to a hearings panel.

If we are a party in the resource consent proceedings (for example, if we are applying for a resource consent or making a submission on someone else’s application), or if particular skills or expertise are required, or if there is any possibility of a conflict of interest, we appoint independent commissioners to those hearings panels. Hearings panels are appointed by the Chair of the Regulatory Processes Committee.

strategic area governance