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**ORDINARY MEETING**

**OF**

**LONG-TERM AND ANNUAL PLAN COMMITTEE**

**AGENDA**

**Time:** 1:00pm  
**Date:** Tuesday, 13 February 2018  
**Venue:** Committee Room 1  
Ground Floor, Council Offices  
101 Wakefield Street  
Wellington

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**MEMBERSHIP**

Mayor Lester  
Councillor Calvert  
Councillor Calvi-Freeman  
Councillor Dawson  
Jill Day (Chair)  
Councillor Fitzsimons  
Councillor Foster  
Councillor Free  
Councillor Gilbert  
Councillor Lee  
Councillor Marsh  
Councillor Pannett  
Councillor Sparrow  
Councillor Woolf  
Councillor Young

**Have your say!**

*You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 803-8334, emailing [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz) or writing to Democratic Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number and the issue you would like to talk about.*

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## **AREA OF FOCUS**

The Committee is responsible for developing the draft and final Long-term Plan and Annual Plans for the Council. The Long-term Plan and Annual Plan give effect to the strategic direction and outcomes set by the Strategy Committee by setting levels of service and budgets.

The Committee is responsible for developing the draft Annual and Long term Plan for consultation – including agreeing levels of service, the phasing of work, priorities across the seven strategic areas, the performance measurement framework, and budgets to be consulted on with the community as part of the Annual and Long-term Plan processes. It also recommends the Consultation Document for adoption by the Council.

The Committee also determines the nature and scope of any consultation and engagement required to support the Annual and Long-term plan process, considers community and stakeholder feedback, and is responsible for oral hearings where required.

**Quorum:** 8 members

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## **1 Meeting Conduct**

### **1.1 Apologies**

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

### **1.2 Conflict of Interest Declarations**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

### **1.3 Confirmation of Minutes**

The minutes of the meeting held on 15 June 2017 will be put to the Long-term and Annual Plan Committee for confirmation.

### **1.4 Public Participation**

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

### **1.5 Items not on the Agenda**

The Chairperson will give notice of items not on the agenda as follows:

***Matters Requiring Urgent Attention as Determined by Resolution of the Long-term and Annual Plan Committee.***

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

***Minor Matters relating to the General Business of the Long-term and Annual Plan Committee.***

No resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Long-term and Annual Plan Committee for further discussion.



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## **2. General Business**

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### **2018 -28 LONG-TERM PLAN ENGAGEMENT AND CONSULTATION PLAN**

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#### **Purpose**

1. This paper outlines the proposed engagement, formal consultation and communications programme for the draft 2018-28 Long-term Plan (10 Year Plan).

#### **Summary**

2. In September 2017 the Council commenced the “Our City Tomorrow” (OCT) initiative. Through on-line information, surveys, stakeholder workshops and in-person events the Council started a conversation with Wellingtonians on the future shape of the City. This conversation provides a foundation and context for the draft 10 Year Plan
3. The engagement, consultation and communications programme proposed in this paper builds on the OCT conversation by:
  - continuing to provide the context of challenges and opportunities
  - developing residents awareness of the strategic priorities being considered in the 10 Year Plan and their supporting projects; and
  - obtaining public feedback (consultation) on key proposals in the draft 10 Year Plan.
4. Following 3 months of awareness raising through the Our City Tomorrow initiative, the draft 10 Year Plan will from March 2018 become the focus for public engagement and consultation.

#### **Recommendation/s**

That the Long-term and Annual Plan Committee:

1. Receive the information.
2. Agree to the consultation date of 15 April to 15 May 2018.
3. Agree to the proposed engagement, formal consultation and communications programme for the draft 2018-28 10 Year Plan as outlined in this paper.

#### **Background**

##### **Our City Tomorrow**

5. Through “Our City Tomorrow” (OCT) the Council started a conversation with residents on the future of the central city and what this will mean for the city as a whole. Since September 2017 the Council has provided on-line information, run engagement

activities and facilitated a series of stakeholder workshops and in-person events. This conversation provides a foundation and context for the draft 10 Year Plan.

6. The OCT engagement activities to date have been co-ordinated with the development of the 10 Year Plan. These activities have provided an opportunity to increase resident and stakeholder awareness of the draft 10 Year Plan and its priorities and communicate with wide audience including youth and Maori. It has also allowed the design of an engagement and consultation programme that shifts the narrative from the 10 Year Plan as a **process** to the future development of the City. This is expected to be more engaging for residents.

#### **OCT/10 Year Plan engagement to date**

7. The joint OCT / draft 10 Year Plan engagement activities completed from November 2016 to date are:
- Nine workshops (three with key stakeholders and six organised by external groups), public drop-in container, 2 on-line engagement activities 1207 people gave feedback. Of these around 700 indicated they wished to be kept informed and participate in future conversations about the city.
  - Several one-on-one briefings with key stakeholders.
  - Resident Association/Progressive Association (communities of place) workshop
  - Library Stalls Johnsonville, Karori, Miramar, Kilbirnie and Central Library to raise awareness of the challenges and opportunities.
  - Northern Ward councillors and chair of the Tawa Community Board invited the Long-term Plan team to Spring into Tawa on 28 October and Linden Community BBQ on 12 November to connect with their communities and raise awareness surrounding the challenges and opportunities facing Wellington. Both events had a good level of receptiveness.
  - Briefed Council advisory groups.
  - Māori Engagement: There have been 4 Māori engagement events to raise awareness within our Māori communities. They included:
    - Mayoral hui (meeting) with iwi leaders
    - Kai and Kōrero (food and talk) at Seatoun Kura
    - Kōrero, Whākahikoi and Kai (talk, walk and food) at Ngā Hau e Whā o Paparāangi; and
    - Christmas kai with iwi kaumatua.
  - Youth Engagement - In October, in conjunction with the Youth Council, we contacted schools to ask teachers to encourage their students aged 8-14 years to write or draw their thoughts on one of the 5 Long-term Plan priority areas. To date approximately 250 responses have been received.

#### **10 Year Plan**

8. The 2018 10 Year Plan is an update the 2015 10 year Plan. The update includes all the Council's services, programmes for advancing the development of the City and how the Council intends to meet both current and future challenges. In doing so, the final 10 year plan enables public transparency on what the Council does for residents and its expenditure.

9. For the 2018 10 Year Plan, specific challenges have been identified as areas of focus. They include managing the demands of growth on housing and transport, making the City more resilient to earthquakes and climate change, ensuring that the economy performs strongly so that Council and the community operates from a position of strength, and making sure areas where the city has a competitive advantage – like the arts, events and culture – retain their competitive edge in the future.
10. These challenges are addressed in the draft 10 year Plan through a prudent, prioritised investment programme with a particular focus on five key areas (strategic priorities):
  - **Housing** - investing in quality and affordable housing to accommodate our growing population. Housing includes the key elements of the Wellington Housing Strategy. (The City Strategy Committee (CSC) agreed on 7 December 2017 that these key elements be included in the draft 10 Year Plan for public consultation)
  - **Transport** - investing in transport options to maintain easy access in and out and around our city, promote alternative to the private car, and reduce congestion
  - **Resilience** - investing in core infrastructure and making our city more resilient against future shocks
  - **Capital of culture** - investing in arts and culture in a context of increasing global competition to maintain our position as a vibrant, edgy capital; and
  - **Sustainable growth** - investing in economic projects to continue to stimulate growth and diversification, in a sustainable and lasting way.
11. These strategic priorities are the focus for the consultation and engagement programme proposed in this paper.

## **Proposed 10 year Plan engagement and consultation programme**

12. We propose that the draft 10 Year Plan engagement and consultation programme occur in three phases:
  - **Phase one** - early engagement and awareness raising (March - early April 2018)
  - **Phase two** - formal consultation (15 April -15 May 2018) obtaining formal public feedback on the draft 10 Year Plan proposals; and
  - **Phase three** - decision making on the final draft 10 Year Plan (including oral hearings) and reporting back to residents the adopted 10 year Plan (June - July 2018).
13. Phases two and the three are subject to the Special Consultative Procedure (SCP) set out in Section 83 of the Local Government Act 2002 (the Act) with formal consultation documents being externally audited. Early engagement is not subject to provisions of the Act.
14. The focus for all phases will be the on-line web site supported by social media, virtual forums, marketing and in person events. This includes support for any councillor initiated local events. The information hub for all phases will be an interactive on-line website providing the public the required information for each phase. The formal consultation (phase two) will be launched in conjunction with a Mayoral Summit on April 16. Appendix 1 provides an overview of the objectives, timings and activities supporting each phase.

## **Details on specific activities**

*Consultation Document*

15. The consultation document is the formal statement of the 10 Year Plan and contains proposals for public feedback during formal consultation (phase 2). It is audited and will be approved by Council on 28 March prior to formal consultation commencing on 15 April. The document is made available both on and off-line (hard copies) e.g. in libraries. It will be approximately 30-40 pages and focus on the 5 priority areas, projects and options for public feedback. The consultation document will also provide the key messaging for phase two.

**Awareness raising - pre-consultation (phase one)**

16. Prior to the opening of formal public consultation there will be four weeks of web and social media focused activities (information, quick polls, Q&A & virtual forums etc.) on the 10 Year Plan priorities. The aim is to prepare the public for formal consultation in an interactive and engaging way. Media and communications will be used to “get the word” out and provide a focus for specific aspects of the 10 year Plan. We will provide councillors with an advance timetable of activities.

**Formal consultation (phase two)**

*Mayor’s ‘Wellington Update’ - Including launch of the draft 10 Year Plan consultation*

17. The Mayor will launch the formal consultation period as part of his Wellington Update bringing together the key stakeholders and organisations from the city.

*On-line activities*

18. The public will be directed to the website to make submissions. The website will be interactive with dynamic reporting to give real-time feedback on the public’s views on issues raised. It will identify the issues and opportunities outlined in the Consultation document and ask for feedback on options identified.
19. It is planned to run one on line forum where the public can ask officers and councillor’s questions on aspects of plan. This can be repeated later in the consultation period if there is demand.

*Councillor Portfolio support*

20. Elected members have important networks within their wards and with sectors relating to their portfolios. During the engagement period officers will provide specific support to councillors who wish to engage with their stakeholders in their communities.

*Resident and Progressive Association Workshop*

21. Resident and Progressive Associations provide a channel to share information with local communities. As a follow-on to the OCT meeting with these organisations, we propose to hold a workshop will be held with key representatives to discuss the priorities in the 10 year Plan.

*Specific consultation on the draft Wellington Housing Strategy*

22. All of the activities planned for the consultation will ensure we get feedback on the draft housing strategy. In addition, we will be contacting all of the groups and organisations involved in the development of the Housing Strategy encouraging their feedback.

*Oral Forums (hearings)*

23. Section 83 of the Local Government Act 2002 requires that when the Special Consultative Procedure is used, any person who wishes to be provided with an

opportunity to speak (to a matter being consulted on) must be provided with a reasonable opportunity to do so.

24. To ensure a user-friendly experience for submitters we are proposing to hold oral forums for the draft 2018 10 Year Plan. While Oral forums will have a less formal style than in the past, they will remain subject to the Long-term and Annual Plan Committee terms of reference and Wellington City Council standing orders.
25. The style of the forums will be facilitated session aimed at providing submitters with an opportunity to speak to their submission as well as, facilitating an open conversation between submitters and Councillors on the content of their submission. Note takers will capture key points of the conversation which will be circulated to all councillors (in addition to receiving any supporting information provided by submitters on the day).
26. We propose to hold oral forums off-site. They will be organised in conjunction with Democracy Services. We will also provide on-line, guidance for those wishing to speak to their submission.

**Decision making and resident report-back (phase three)**

27. The final phase of the development of the 10 year plan covers:
  - Council making final decisions on the 10 year plan; and
  - Reporting back to residents and submitters on the final 10 year Plan adopted by Council.

We propose to use the “Our Wellington” publication, email to submitters and stakeholders and the web-site to communicate the adopted 10 Year Plan. The aim here is to develop resident and stakeholder understanding of the final 10 Year Plan.

**Attachments**

Attachment 1. Appendix 1: Overview of 10 yr Plan Engagement and Consultation

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Authors	Fiona Lewis, Planning and Reporting Advisor Lloyd Jowsey, Team Leader, Planning and Reporting Michael Oates, Open Space and Recreation Planning Manager Moana Mackey, Programme Manager Sustainability Baz Kaufman, Manager Strategy
Authoriser	Kane Patena, Director Governance and Assurance

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## **SUPPORTING INFORMATION**

### **Engagement and Consultation**

The paper outlines the engagement and consultation process to be followed.

### **Treaty of Waitangi considerations**

Engagement has taken place with Maori including mana whenua.

### **Financial implications**

The 10 Year Plan consultation document will outline the financial implications for the city over the next ten years.

### **Policy and legislative implications**

The proposal is consistent with the provisions in the Local Government Act 2002.

### **Risks / legal**

The process followed by the Council during the 10 Year Plan process is subject to review by Audit New Zealand.

### **Climate Change impact and considerations**

This is identified as one of the challenges facing the city and will be considered during consultation on the 10 Year Plan.

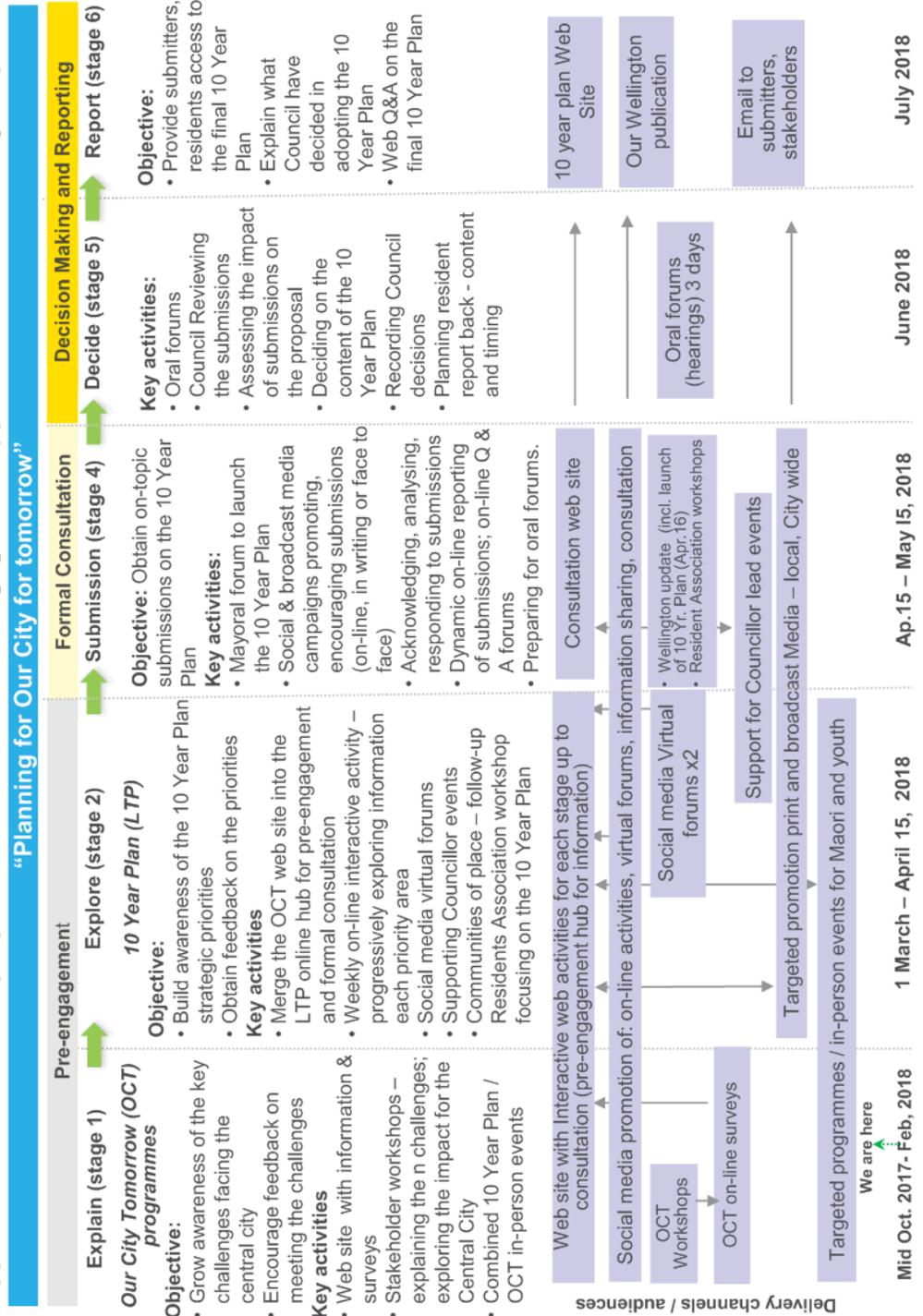
### **Communications Plan**

The broad plan is outlined in this paper.

### **Health and Safety Impact considered**

N/A

**Appendix 1: Overview of proposed consultation and engagement approach for the draft 10 year plan**





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## DRAFT SIGNIFICANCE AND ENGAGEMENT POLICY

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### Purpose

1. The Significance and Engagement Policy has been reviewed as part of the Long-term Plan (LTP) process. Legislation requires the policy or a summary of the policy to be included as part of the LTP.

### Summary

2. The Council is required to have a Significance and Engagement Policy under section 76AA of the Local Government Act 2002 (LGA) and currently holds a policy that was adopted by the Council on 5 November 2014. At the time of adoption, the committee agreed to review the policy in time for the 2018 LTP.
3. This draft updates the policy. There has been no material change to the policy other than wording changes to remove duplication and improve the clarity of the policy.
4. It has been reviewed by the Engagement team, had a legal review, and by users within business units.
5. While the nature of the changes would not trigger consultation by themselves, the policy needs to be included in the LTP and its consultation process. We recommend that we accept feedback on the draft policy as part of the LTP process and that the Council adopt the policy at that point.

### Recommendations

That the Long-term and Annual Plan Committee:

1. Receive the information.
2. Agree to include the draft Significance and Engagement Policy (Attachment 1) within the long-term plan consultation process.
3. Agree to delegate to the Chief Executive and the Portfolio Leader, the authority to amend the draft Policy and any associated consultation documents, to include any amendments agreed by the Committee and any associated minor consequential edits.
4. Note that an introductory mihi and title in te reo Māori is planned to be added to the policy.

### Background

#### The Current Policy

6. The Local Government Act 2002, as amended in August 2014, required all councils to have a single Significance and Engagement Policy that sets out their processes to:
  - determine what decisions or matters are significant
  - how and when the community can expect to be engaged on these matters, and
  - what type of engagement methods will be used.
7. This policy had to be adopted and in effect by 01 December 2014. The policy was agreed by the Governance Finance and Planning Committee on 15 October 2014 and

adopted by the Council on 5 November 2014. This brought together the existing Significance Policy (adopted as part of the 2012/22 Long-term plan and amended in July 2013) and Engagement Policy (adopted September 2013).

### **Requirements within the LGA**

8. Section 76AA of the Local Government Act 2002 requires the Council to adopt a policy setting out;
  - the general approach to determining the significance of proposals and decisions in relation to issues, assets, and other matters;
  - any criteria or procedures that are to be used to assess the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences;
  - how the Council will respond to community preferences about engagement on decisions relating to specific issues including the form of consultation that may be desirable; and
  - how the Council will engage with communities.
9. The purpose of the policy is to enable the Council and its communities to identify the degree of significance attached to particular issues or decisions; and to provide clarity about how communities can expect to be engaged in those decisions.
10. It should inform the Council from the beginning of a decision-making process about the extent of any public engagement that is expected before a particular decision is made; and the form or type of engagement required.
11. The policy must list the assets considered to be strategic assets. These have not been amended other than updating the names of assets where these have changed.

### **Discussion**

12. The existing policy has been reviewed in its previous forms several times in years 2012, 2013 and 2014. The existing policy meets the requirements under the LGA however it was reviewed to help improve its useability. The current policy states that *the Council will review the Significance and Engagement Policy every three years or as necessary. These will be amended and confirmed through public consultation if necessary, separately or as part of the Long-term Plan.*
13. The three year review period has been removed and the policy will continue to be reviewed as required.
14. The update of this policy introduces no changes to its meaning or intention. The intent of the revision is to improve the clarity for users and decision making and to improve the effectiveness of engagement.
15. Wording has been removed where it was duplicated in the document and to improve readability.
16. A section has been added “Making it work in practice” which describes the questions which offices should follow to decide on how and what level of consultation should take place. A flow diagram has also been added to represent this process.
17. It does include a requirement for reports seeking a decision to include a statement addressing the issue of significance. If the proposal is considered to be of high significance the report will would describe how the relevant sections of the Act and this policy have been addressed.

18. The table setting out the criteria and factors for assessing significance has been refined to enable the significance of a decision to be assessed and what level of engagement is required for decisions of high significance.

**Next Actions**

19. If agreed, the next step is to include the draft policy within the long-term plan consultation process and receive public feedback on this.
20. For the final policy, an appropriate mihi will be included in the introduction to the policy and a title for the policy in te reo Māori. This is in line with the commitment within Te Tauihu –the draft Te Reo Māori policy, for our strategic documents to increasingly have te reo content.

**Attachments**

Attachment 1. Draft Significance and Engagement Policy

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Author	Geoff Lawson, Principal Advisor
Authoriser	Baz Kaufman, Manager Strategy Kane Patena, Director Governance and Assurance

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## **SUPPORTING INFORMATION**

### **Engagement and Consultation**

The update of this policy introduces no changes to its meaning or intention. The engagement and legal teams have been actively involved in this review. Any engagement would be considered as part of the long-term plan engagement process.

### **Treaty of Waitangi considerations**

The Council has particular obligations to work with Māori under the Local Government Act 2002 and to provide them with opportunities to participate in Council decision making. This policy supports those obligations.

It is recommended that the final policy should include a mihi as part of the introduction to the policy and a te reo Māori title. This is in line with the commitment within Te Tauihu –the draft Te Reo Māori policy, for our strategic documents to increasingly have te reo content.

### **Financial implications**

Any financial implications are part of each decision making process.

### **Policy and legislative implications**

This policy aims to set out how the Council meets its obligations for having a Significance and Engagement Policy under the Local Government Act 2002.

### **Risks / legal**

A legal review has been undertaken of this draft policy.

### **Climate Change impact and considerations**

Not applicable.

### **Communications Plan**

Any communication will be within the wider long-term plan communications programme.

### **Health and Safety Impact considered**

Not applicable.

# Significance and Engagement Policy

[mihi to be included]

## 1. Introduction

Wellington City Council (the Council) is responsible for making decisions on behalf of its communities. The Council considers community views and preferences when making decisions and has flexibility about how to engage with its communities<sup>1</sup>. Council gathers information about the views and preferences from Wellington's diverse communities in many ways and uses this information to inform its decisions.

The purpose of this policy is to explain how the community might be engaged in various types of decisions. This policy is required under the Local Government Act 2002 (the Act). It includes:

- The general approach to determining the degree of significance of proposals and decisions (Parts 2, 3 and 4 of the Policy);
- The criteria used to determine the extent to which proposals and decisions are of significance (Schedule 1);
- Information on when, how and to what extent communities can expect to be engaged in decision-making processes and other matters; (Parts 5 and 6); and
- A list of strategic assets owned by Council (Part 10 and Part 11).

## 2. Making it work in practice

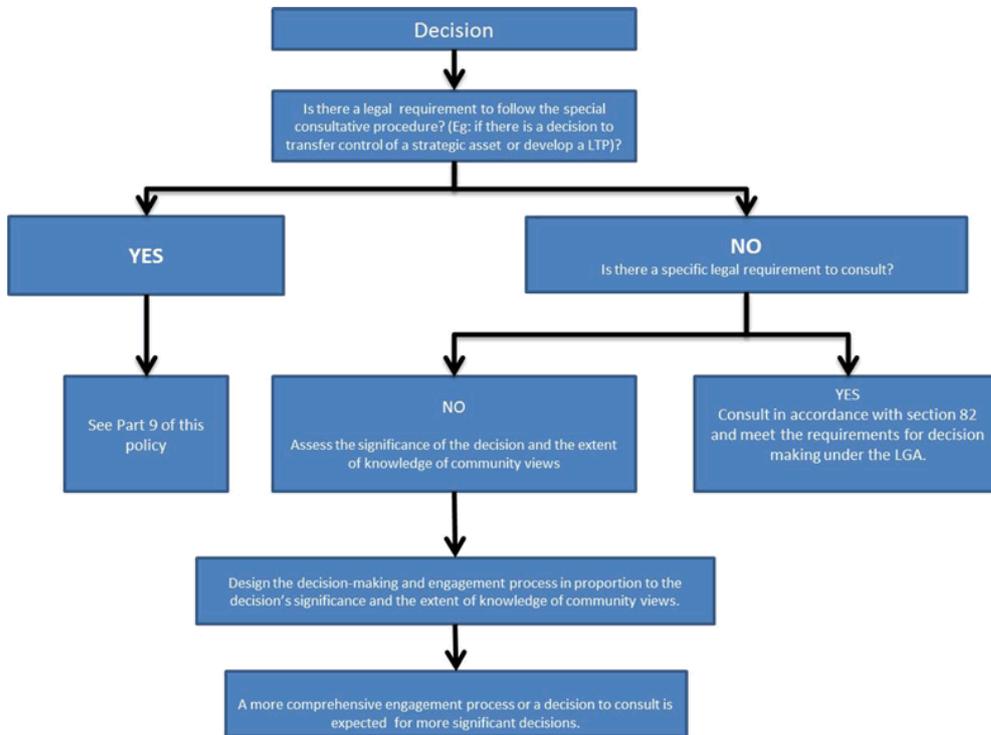
There are some key questions for Council officers to answer in making this work in practice. Some decisions require the use of the Special Consultative Procedure under the Act. See Part 7 of this policy about the requirements for these decisions.

For all other decisions, Council is required to:

- Identify the objective – what is being sought to be achieved and why?
- Identify all reasonably practicable options for achieving the objective
- Assess their advantages and disadvantages
- Design the decision-making and engagement process taking into account:
  - Sufficient knowledge of community views on the matter? If not, further engagement/consultation is appropriate.
  - Significance (see Schedule 1)
- If Council has decided to consult, or is otherwise legally required to, ensure that consultation complies with consultation principles (see Part 8).

This can be illustrated in the following flowchart.

<sup>1</sup> Unless the special consultative procedure must be followed, which prescribes a process.



**3. General approach**

*Consultation vs engagement*

**Consultation involves obtaining public feedback on proposals;** it is one form of engagement. The Council regularly consults communities through process such as the long-term plan which determine Council’s strategic direction as well as how it sets budgets and prioritises projects.

The Council will **consult** the community on significant decisions, following the principles set out in section 82 of the Act (see Part 9). Council can also decide to consult at any time on a decision, where it considers that appropriate. For most Council decisions, there is no express requirement to consult the public, but we will consider people’s views and preferences.

**Engagement** is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making. This process may include a more formal consultation process to meet legal requirements. Our approach to engagement is set out in section 6.

There is a general expectation of officers that for more significant decisions they will have a communication and engagement plan which will apply the principles of IAP2 engagement spectrum. Business units should work with engagement staff on how this can be applied to specific decisions. The details of this are not included in this policy.

*Assessment criteria*

The Council must determine the **level of significance** of a decision based on criteria identifying the level of significance and the likely impact of the decision on the current and future wellbeing of the city. It must also take into account any persons likely to be particularly affected by or interested in the decision and the capacity of the Council to perform its role, as well as the financial and other costs of doing so.

*The criteria for assessing the degree of significance*

The Council's criteria for assessing the degree of significance of a decision are:

- the level of importance to Wellington City
- the level of community interest
- the consistency of the proposed decision with existing policy and strategy; and
- the impact on the Council's capacity and capability.

The key factors to consider under each criteria are set out in Schedule One, below. When a decision is indicated as high on two or more criteria it is likely to be highly significant.

**4. Factors that guide the Council's decision making process**

*Decisions of high significance in the Long-term Plan*

Decisions assessed to be of high significance to the Council and the community should normally be included in the Long-term Plan (LTP) process. This will ensure that they are linked to community outcomes, proposed in context with other major decisions, and put before the community within this planning and consultation process and timing.

*Making decisions of high significance outside of the Long-term Plan*

There will be decisions of high significance that must be made outside of the Long-term Plan process. The Council will ensure an appropriate engagement and decision-making process is followed and that this is addressed in a report to the Council. The Council will use the special consultative procedure when it is legally required to. Part 8 sets this out in more detail.

*Reporting of decisions*

All reports by officers to Council or a Council Committee which are seeking a decision will include a statement addressing the issue of significance. If the proposal is considered to be of high significance the report will describe how the relevant sections of the Act and this policy have been addressed.

*When might the Council not carry out engagement?*

There may be occasions when the Council may not follow this policy, for example where failure to make a decision urgently would result in unreasonable or significant damage to property, risk to people's health and safety, or the loss of a substantial opportunity to achieve the Council's strategic objectives. The Act sets out a process for the Council to follow if the Council has a good reason to make a decision outside of this policy.

*Other Council decisions and levels of reporting*

For decisions of low or medium significance, the Council will comply with sections 76 to 82 of the Act. For decisions to be made under delegated authority and for which there is no Council or committee report, the Council will not necessarily formally document the assessment of significance or the Council's compliance with sections 76 to 82.

The Council will ensure that, in fulfilling the above requirements, the level of attention, consideration, disclosure, and engagement taken is in proportion to the significance of the decision.

The Council will continue to make available all information regarding the decisions it makes in response to all written and verbal submissions from individuals and groups in the community.

**Schedule 1: The criteria and factors for assessing significance**

Rating	Criteria	Key factors to be considered	Engagement <sup>2</sup>
<b>High</b> <i>Eg: The Long-term Plan, decisions to transfer strategic assets to or from Council or to significantly alter the level of service provided by the Council of a significant activity (including to stop or start a new group of activity), major new roads, Local Alcohol Policy.</i>	<i>When a decision is indicated as high on two or more criteria it is likely to be highly significant.</i>		Large-scale publicity and promotion. This may include an informal phase followed by more formal forms of engagement. Promotion through a range of channels and events, potentially including hui, a focus on online activities, newsletters and publications.
	Importance to Wellington City	<ul style="list-style-type: none"> <li>Any decision that would significantly alter the level of service provided by the Council of a significant activity (including a decision to commence or cease such an activity)</li> <li>Extent of costs, opportunity costs, externalities and subsidies</li> <li>Uncertainty, irreversibility, and the impact of the decision in terms of the community's sustainability and resilience</li> </ul>	
	Community interest	<ul style="list-style-type: none"> <li>High levels of prior public interest or the potential to generate interest or controversy</li> <li>Large divisions in community views on the decision</li> <li>A moderate impact on a large proportion of the community or a high impact on a moderate number of persons</li> </ul>	
	Consistency with existing policy and strategy	<ul style="list-style-type: none"> <li>Decisions that are substantially inconsistent with current policies and strategies</li> </ul>	
	The impact on Council's capacity and capability	<ul style="list-style-type: none"> <li>High capital or operational expenditure</li> <li>A financial transaction with a value of greater than 10% of rates revenue in the year of the decision</li> </ul>	
<b>Medium</b> <i>Eg: Cycle lanes, works on main roads, action plans</i>		<ul style="list-style-type: none"> <li>Relationship to factors under high and low significance criteria</li> </ul>	If the Council chooses to conduct engagement, targeted engagement with the affected audience, online engagement with surveys or social media, information through libraries or service centres, or promotion through local media.
<b>Low</b> <i>Eg: Redevelopment of community halls, park improvements, footpath and road works</i>		<ul style="list-style-type: none"> <li>Affects a limited number of individuals, to a low degree</li> <li>Has very little public interest</li> <li>Low consequence for Wellington City</li> <li>Low impact on the Council being able to perform its role</li> <li>Able to be reversed</li> <li>Is a strong logical step from a prior decision</li> </ul>	If the Council chooses to conduct engagement it might include localised promotion (eg display boards and local media) briefings, the website or social media. Targeted engagement, for example through service users where appropriate. Information online and in local libraries and service centres, surveys and open days may be appropriate.

<sup>2</sup> The type and nature of the decision will guide how Council will go about communicating and engaging with its communities. Council will consider the extent to which community views and preferences are already known in designing the engagement process. This table provides an indicative guide to this.

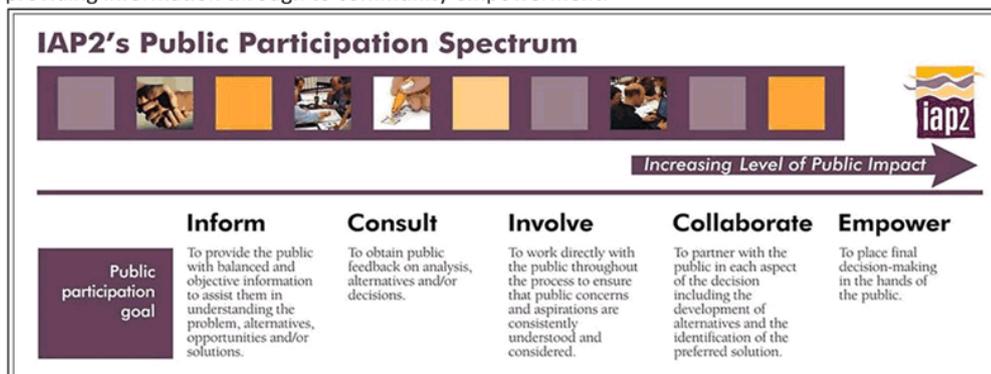
## 5. The Council’s approach to engagement

### Early engagement

The assessment of the significance of proposals and decisions, and the level of community engagement, will be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops. The aim is to engage early so that the decision-making process is well informed by those impacted by any decision.

### Informed engagement

The Council uses the International Association of Public Participation (IAP2) spectrum and decision-orientation approach which indicates different engagement approaches on a spectrum from providing information through to community empowerment.



The IAP2 Spectrum allows for different levels of engagement depending on the decision; it does not intend for all of the levels of engagement captured on the spectrum to be applied.

### How does the Council engage?

The Council actively seeks to improve opportunities for engagement and demonstrate how public input has influenced decisions. The Council works with communities on a number of levels including as customers, stakeholders, citizens, ratepayers, subject matter experts and partners. It views engagement as a genuine dialogue with its diverse communities to help Council make better decisions. Council has working relationships with groups including:

- mana whenua, iwi and Māori organisations
- community and business organisations
- government and education sectors
- residents and ratepayers.

The mayor has a responsibility to ensure there is effective community engagement. The Council's Community Boards are also responsible for communicating with local communities to help inform and communicate local communities' views.

As well as consulting on certain decisions we will seek to establish ongoing relationships with our communities to provide opportunities for matters to be raised which are not currently under consultation. We may do this in a variety of ways such as having a presence at markets and public spaces, through our ongoing conversation channels, front line staff, workshops and community events. The following diagram illustrates the many channels the Council uses to have conversations with the community.



In any engagement programme the Council will consider how to meet the needs of our communities in respect of language, accessibility and cultural expectations. When the Council identifies a group that it believes should be involved but which is less able to participate due to capacity or skills required it may provide assistance to enable the group to participate.

We will involve participants who can provide information and expertise the Council may not otherwise have access to.

Where groups represent a community or sector, the Council will encourage them to provide evidence of their authority to represent the community or sector, including a summary of the people and organisations they represent and information about how they formed their position on the decision concerned. The Council recognises that decision-making engagement can facilitate improved mutual understanding between groups with different aspirations and perspectives.

#### *Engagement with Māori*

The Council acknowledges the unique status of Māori and the wider Māori community and is committed to ensuring that it provides opportunities for Maori to contribute to in the decision-making process. The Council is committed to providing relevant information to inform Māori contribution and improve Māori access to the Council's engagement and decision-making processes, as set out in section 81 of the Act.

The Council will work with the city's two mana whenua iwi, the Port Nicholson Block Settlement Trust and Te Rūnanga o Toa Rangatira Incorporated, to ensure their contributions are represented and their status is publicly recognised. Council recognises that early engagement with iwi is often the most effective - in particular for those decisions which have greater significance.

The Council affirms its obligations to involving Māori in decision-making processes as set down in the Act, which includes recognition of the Treaty of Waitangi.

#### **6. Policy review**

The Council will review the Significance and Engagement Policy as required. This will be amended and confirmed through public consultation if necessary, separately or as part of the Long-term Plan.

## **7. Special Consultative Procedure (SCP)**

The special consultative procedure requires the Council to prepare a statement of proposal and make this publically available (and make the summary or a full proposal widely available). It must allow feedback of at least 1 month. Council must ensure people are given an opportunity to present their views to Council through spoken interaction (or using sign language).

The Council must use the special consultative procedure for some plans and processes including:

- adopting or amending a Long-term Plan;
- adopting, amending, or revoking bylaws of significant interest to or impact on the public (for all other bylaw matters Council will consult following the principles in section 82 of the LGA);
- adopting, amending or revoking a Local Alcohol Policy; and
- setting rates.

Unless already explicitly provided for in the Long-term Plan, we will seek to amend the Long-term Plan using a special consultative procedure, when proposing to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, including commencing or ceasing such an activity; and when transferring the ownership or control of strategic assets, as listed in Part 11.

In these circumstances the Council will develop information that meets the requirements of section 82A of the Act, making this available to the public, allowing submissions for a period of at least 1 month, and will consider all submissions prior to making decisions.

## **8. Principles of consultation**

When carrying out consultation, Council will follow these principles of consultation (from section 82 of the Act)

- a) identify people who will or may be affected by, or have an interest in, the decision;
- b) provide them with reasonable access to relevant information in an appropriate format on the process and scope of the decision;
- c) encourage people to give their views;
- d) give people a reasonable opportunity to present their views in an appropriate way;
- e) listen to, and consider those views, with an open mind; and
- f) after the decision, provide access to the decision and any other relevant material.

Where the Act requires Council to consult on a particular draft policy or decision, Council will prepare and make available:

- a description of what it intends to do, and why;
- an analysis of the practical options (with advantages and disadvantages); and
- a draft of the policy or relevant document (or details of the changes to any policy or document).

## 9. Strategic assets

The Act requires that any decision that significantly alters the level of service provided by the Council of a significant activity (including a decision to commence or cease such an activity) or transfers ownership or control of a strategic asset to or from the Council must be explicitly provided for in the Long-term Plan and can only be consulted on in the Long-term Plan, in accordance with section 93E of the Act<sup>3</sup>.

*Legal framework* Strategic assets are defined in section 5 of the Act as: “...an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes:

- a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- c) any equity securities held by the local authority in:
  - I. a port company within the meaning of the Port Companies Act 1988;
  - II. an airport company within the meaning of the Airport Authorities Act 1966.”

Section 76AA (3) of the Act requires that the Council “must list the assets considered by the local authority to be strategic assets.” These assets are determined to be important to achieving the Council's community outcomes. In addition, assets or groups of assets are listed as strategic if the Council ownership or control is essential to the long-term provision of the associated service.

### *Group or Whole-of-Asset Approach*

The Council takes a group or whole-of-asset approach<sup>4</sup> i.e. it means the group assets as a whole and not each individual asset within the group. Without limiting the application of this provision to other assets, the following examples of the application of this policy to group assets are given:

- “Water supply network assets” means those group assets as a whole and not each individual pipeline, reservoir, and pump station. The Council does not consider that the addition or deletion of parts of that group asset (being a part of the group asset as a whole) will affect the overall group asset's strategic nature.
- “Roading assets” and “reserve assets” mean those group assets as a whole. Therefore, if the Council acquires land for a new road (or the formed road itself) or new reserve lands as a result of subdivision, those additions are part of the day-to-day business of managing the roading and reserves assets.
- Decisions that involve the transfer of ownership or control of an element of a group strategic asset where the remaining assets of the group still enable the Council to meet its strategic outcome will not on their own be regarded as a strategic asset. Examples include:
  - decisions to facilitate the development of the waterfront in accordance with the Waterfront Framework (April 2001) or other similar policy for the waterfront
  - disposal of former roads, provided that the Council has followed the road stopping processes under the Public Works Act 1981

<sup>3</sup> Section 93E of the Local Government Act 2002 covers the additional content of consultation documents for adoption or amendment of a Long-term Plan where section 97 applies to proposed decision.

<sup>4</sup> Does not apply to equity securities in Wellington International Airport Limited

- disposal of individual reserves, provided that the Council has followed the procedures in the Reserves Act 1977 or the Local Government Act 2002 for areas managed as reserve but not covered by the Reserves Act. The Wellington Town Belt Act 2016 does not allow removal of land from the Wellington Town Belt except under the provisions of the Public Works Act 1981.

#### **10. Schedule of Strategic Assets**

**Assets the Council owns that are strategic assets under section 5 of the Local Government Act 2002:**

- equity securities in Wellington International Airport Limited<sup>5</sup>
- the public rental housing held by the Council to maintain affordable housing

**Assets the Council has determined to be strategic assets:**

- the sewage collection, treatment and disposal system, including the sewer network, pump stations and treatment works
- the land drainage system, including the stormwater pipe network, waterways, and retention areas.
- the water supply system, including reservoirs, pump stations and reticulation
- the roading network, including the public transport infrastructure system
- the library service
- Swimming pool facilities
- the ASB Sports Centre and network of recreation centres
- community centres
- the Town Hall and the Michael Fowler Centre
- waterfront land and assets held on trust by Wellington Waterfront Limited for the Council
- land and buildings in the area within the Civic Square Heritage Area, as defined in the Design Guide in the District Plan (Volume 2 - Area 5)
- the buildings and collections of the Wellington Museum, City Gallery, Colonial Cottage Museum, Wellington Cable Car Museum and the Carter Observatory
- St James Theatre, Opera House, and the Embassy Theatre
- artwork and literature collections, including public art and collections held by libraries
- reserves lands, including the Wellington Town Belt, land held under the Reserves Act and land used for parks, cemeteries, gardens, sports fields and recreational areas
- the core data set used to deliver Council services
- the Council's brand, Absolutely Positively Wellington - Me Heke ki Pōneke
- Wellington Zoo
- Kiwi Point quarry
- Southern Landfill.

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<sup>5</sup> The Council's group or whole-of-asset approach does not apply to these assets



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## **UPDATE ON PERFORMANCE FRAMEWORK - REPORT FROM THE REVENUE AND FINANCE WORKING PARTY**

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### **Purpose**

1. To agree the performance measurement framework for the 2018 Long-term Plan (LTP).

### **Summary**

2. One of the requirements of an LTP is a performance measurement framework – essentially a set of measures that report on the performance of the Council and the City. Officers have worked with the Revenue and Finance Working Party to review and re-design our performance measurement framework for adoption as part of the 2018-28 LTP.
3. The review has been a significant one. We have worked from a set of principles which guided the review, with an emphasis on ensuring the framework was useful and meaningful for Governors, the public and also as a management tool. The framework presented here (attached as appendix 1) represents best practice within the sector in the New Zealand context, while drawing on international approaches where appropriate.

### **Recommendation/s**

That the Long-term and Annual Plan Committee:

1. Receive the information.
2. Note that the Revenue and Finance Working Party reviewed the performance measurement framework over a series of meetings in late 2017.
3. Note that the attached performance framework does not include targets for performance measures at this time. These were outside the remit of the Revenue and Finance Working Party and will be included as part of the March LTP deliberations process.
4. Note that performance measures for Council Controlled Organisations will be reviewed as part of their Statement of Intent process and included in the final Long-term Plan.
5. Note that officers will 'cluster' performance measures together around service areas and dimensions to simplify the performance framework and make it easier for reporting purposes, and that this will be presented back to committee at the March LTP deliberations.
6. Agree the attached performance measurement framework be included as part of the Statements of Service Provision to be publically consulted on as part of the 2018 long-term Plan.
7. Delegate the chair of the Revenue and Finance Working Party and the Chair of the Long-Term Plan and Annual Plan Committee to work with officers to make any editorial changes to the performance framework in preparation for the March LTP deliberations

### **Background**

### **Measurement requirements**

The context for the measurement of performance and outcomes in Local Government in New Zealand is set by legislation – namely the LGA (2002). This legislation sets out the broad framework for how a council should organise its activities (activity groupings) and how measurement should be undertaken within these groupings and reported by Councils. The LGA requires measurement to be undertaken at two levels: measurement of performance and measurement of outcomes.

### **Performance measurement**

Performance measurement must be organised along the same lines as our activities. Paraphrased from the legislation, performance measurement is mandated to require both measures and targets to be included as follows:

*“...the performance measures that the local authority considers will enable the public to assess the level of service for major aspects of groups of activities...”*

*“...the performance target or targets set by the local authority for each performance measure.”*

In addition to these requirements, the legislation requires Councils to report back on a set of compulsory performance measures covering water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works and the provision of roads and footpaths.

### **Outcomes measurement:**

The LGA also requires Councils to have a set of Council outcomes – a set of aspirations for the communities they serve and that Council activities will contribute towards. The outcomes are listed in the LTP. The LGA defines these as:

*“...the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions.”*

While measurement of outcomes is not compulsory, it is standard practice in the sector and provides a valuable way for councils to communicate with their communities. If outcomes are measured, their results must be reported in the Annual report.

*“...(annual reports must)... report the results of any measurement undertaken during the year of progress towards the achievement of those outcomes.”*

As such, a set of outcomes measures have been developed that speak to WCC's aspirations for the City.

### **Objectives of the review and principles followed**

The framework review was driven by a set of objectives and principles.

The objectives of the review were to :

1. *Establish a measurement framework that meets the diverse needs of users including Governors, Officers, the public, stakeholders and regulators.*
  
2. *Establish a framework that aids in all of the following functions:*
  - a. *Providing evidence for governance decisions*
  
  - b. *Improving Business monitoring*
  
  - c. *Showing the ‘State of the City’*

- 
- d. Improving public transparency*
  - e. Meeting statutory requirements*
  - f. Informing business improvement and transformation*
  - g. Enabling comparison across activities and showing value for money*
  - h. Enabling innovation*

3. *Raise the profile of robust measurement across the Organisation and the City.*

Following on from these aims, Principles guiding the review were developed and followed when generating measures for the new framework:

*Principles speaking to the purpose of the framework*

- Measures should seek to tell a **clear and specific** story about an aspect of the performance of the business.
- The framework should include measures that speak to the **value for money** of the function.
- The revised framework should enable an enhanced ability to **innovate, change service levels and transform services.**
- The revised framework should enable enhanced visibility of the business and **expose high performance, risk, opportunity and failure.**

*Functional Expectations*

- Movement in a result should **reflect a true change** in the dimension being measured.
- **Exceptional circumstances** should not derail the validity of a measure.
- Measures should **measure what they appear to measure.**
- Measures should **target a specific audience or audiences.**

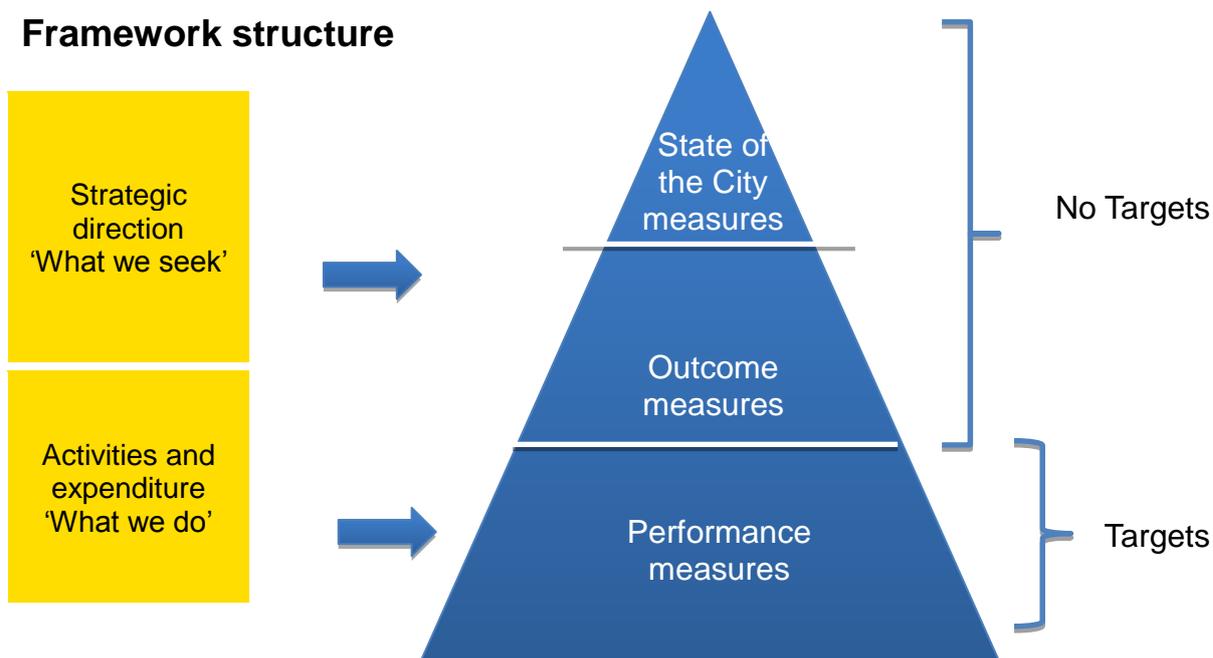
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- The framework must meet all **statutory requirements**

*Methodology, Collection and reporting principles*

- Where possible, measures should **utilize existing data sources**.
- Preserving **time series** consistency should be a consideration.
- The value added by a measure must be **worth the cost of collection**
- Measurement methodologies should have **no ambiguity**
- Measures should be **proportional** where possible (expressed in a metric *per a* denominator) to account for phenomena such as population growth.
- The measurement framework should be designed with a **reporting outcome or outcomes in mind**.

Not all principles could be met by each individual measure, and trade-offs were part of the framework development, but on the whole, the new framework is an improved set of measures when assessed against these project aims.

## Framework structure



The developed framework has three levels of measurement. Starting at the base of the above diagram:

**Performance measures:** These are the measures that reflect 'how well we do what we do'. They have targets associated with them, reflect different dimensions of service (such as timeliness, affordability and satisfaction) and fairly reflect the services we provide.

**Outcomes measures:** These measures reflect the outcomes we can expect for our residents and the City from the activities we provide, albeit that we are rarely the only contributor to those outcomes.

**State of the city measures:** This is a smaller set (Insert number) of high level, outcomes measures. These measures are designed to be top of mind and provide a quick snapshot of the city. It is envisaged these measures will be used widely in external communications and orientation type materials, such as infographics.

### A note on targets

Targets are required for performance measures but not for outcomes measurement. We choose not to have targets for outcomes measurement as we are not the only party who can influence the results. We instead choose to monitor progress in these metrics instead. In practice, the boundary between different levels of measurement is not always clear, but measures were placed in the most appropriate level as the Working Party felt appropriate.

### CCO measures

Measures of performance of our CCO's are not currently incorporated in this framework as they are still being developed as part of the SOI process. CCO measures will be incorporated into the framework later in the process.

**Experimental measures and ongoing development**

As part of improving the way we work in this space, the Organisation has been encouraged to try new ways of measuring performance, without the immediate risk of public scrutiny. As such, a number of experimental measures are being trialled around the organisation, to be incorporated into the framework once they are well understood. To allow for more flexibility and change, we anticipate the annual plan process between LTP's to incorporate changes and updates to the framework as the business evolves. This has rarely been the case to date.

**Next steps**

The current performance framework is comprehensive and provides measures for multiple dimensions of a service.

To assist with telling the performance story, officers will continue to work on simplifying the framework by 'clustering' performance measures along service and dimension lines. This will be reported back as part of the March deliberations.

**Conclusion**

This paper presents performance measurement framework for inclusion in the 2018 long-term Plan for committee agreement.

- 4. Refer attached report.

**Attachments**

Attachment 1. Update on Performance Framework

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## **SUPPORTING INFORMATION**

### **Engagement and Consultation**

This performance framework will be consulted on through the LTP.

### **Treaty of Waitangi considerations**

N/A

### **Financial implications**

N/A

### **Policy and legislative implications**

This performance framework complies with the LGA 2002.

### **Risks / legal**

N/A

### **Climate Change impact and considerations**

N/A

### **Communications Plan**

A consultation and communications plan on the LTP is a separate agenda item on this agenda.

### **Health and Safety Impact considered**

N/A

## STATE OF THE CITY MEASURES

#	State of the City Measure	Details
1	Seismic resilience index	New measure to be determined– combines measures of household readiness, community connectedness, residential housing stock, commercial building stock.
2	Labour force participation	This indicator measures the proportion of the working-age population in the labour force. The labour force includes all people who are either employed, or unemployed and looking for work.
3	Greenhouse gas emissions per capita (tonnes)	Data refreshed every 5 years
4	Youth NEET (% 15-24 year olds)	Not in Education, Employment or Training
5	Social capital	New measure: Residents’ response to “I have strong social or community networks that I can draw on in Wellington”.
6	Healthy housing stock	New Measure: Residents who report: Home is insulated (floor and ceiling) Home is warm and dry
7	Economic diversity	
8	Landfill Waste per capita (tonnes)	
9	% Jobs in smart, knowledge intensive industries.	
10	Diversity of population and residents valuing diversity	
11	Unemployment rate	Wellington City and NZ
12	International air destinations	
13	Mode of resident travel – daily commute	
14	Access to, and uptake of fibre broadband	
15	Resident perceptions of safety	Feelings of safety in the city at night and during the day.
16	GDP per capita	
17	Median house price and housing affordability	
18	Waterway health	Proportion of waterway monitoring reporting “good” or better
19	Incomes (average annual earnings)	\$ per annum and % growth
20	City population, Central city population, and proportion of new development in the city	Data
21	Hectares of green space per capita	(Best compared with other jurisdictions)
22	Renewable energy generation in the city	
23	Deprivation index	City residents and NZ average (most deprived deciles)

## OUTCOME INDICATORS

### 1 Governance

Outcomes contributed towards	<b>People Centred City:</b> We seek promote and increase participation by all sectors of the community in the democratic process; to deliver trust and confidence in civic decision-making; recognise the special status of Mana Whenua and promote Māori culture and Te Reō.
Outcome indicators	Residents' confidence and engagement <ul style="list-style-type: none"> <li>· Voter turnout in local elections, referendums and polls</li> <li>· Residents (%) who believe they have the opportunity to participate in city decision making</li> </ul> Māori and Mana Whenua engagement and confidence <ul style="list-style-type: none"> <li>· Mana whenua partners agree that the use and protection of the city's resources for the future is appropriate (Our Kaitiaki role).</li> <li>· Maori residents who feel that Maori culture and Te Reo is appropriately recognised and visible in the City.</li> <li>· Māori Residents (%) who believe they have the opportunity to participate in city decision making.</li> </ul>

### 2 Environment

Outcomes contributed towards	<b>Eco city:</b> We seek to protect and enhance our native biodiversity, and reduce our environmental impact through our own actions and engaging the community.
Outcome indicators	<b>People centred:</b> We seek to provide good access to green open spaces for residents to provide health, recreation and wellbeing outcomes, strengthen communities through volunteer coordination and providing water, wastewater and stormwater, services to protect health and property. Access to green open spaces <ul style="list-style-type: none"> <li>· Open space land owned or maintained by WCC - total hectares</li> <li>· Open space land owned or maintained by WCC - square metres per capita.</li> </ul> Environmental health <ul style="list-style-type: none"> <li>· Selected indicators from the City Biodiversity Index (specific indicators to be confirmed)</li> <li>· Freshwater biological health (macro invertebrates) - Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams.</li> <li>· Freshwater quality - Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams.</li> <li>· Native bird counts</li> <li>· % of city declared predator/pest- free (low density), by species.</li> </ul> Resident engagement in environmental protection and restoration <ul style="list-style-type: none"> <li>· Hours worked by recognised environmental volunteer groups and botanic garden volunteers (survey based)</li> <li>· Residents engaged in trapping or other predator control</li> <li>· Water consumption (commercial and residential combined)</li> <li>· Energy use per capita</li> <li>· Total city greenhouse emissions per capita</li> <li>· Residents who state they have taken regular action in the last year to reduce their emissions.</li> </ul>

**3 Economic development**

Outcomes contributed towards	<p><b>Dynamic Central City</b> – Attracting talent, investment, visitors and jobs is critical to growing the city’s economy and ensuring Wellington remains vibrant and retains its competitive edge.</p> <p><b>People-centred City</b> - Promotion of the city as an attractive place to live and do business, works to attract talent to the city and attracts tens of thousands of visitors every year.</p> <p><b>Connected City</b> – Ensuring the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.</p>
Outcome indicators	<p>Visitor and talent attraction:</p> <ul style="list-style-type: none"> <li>· Number of domestic and international visitors (guest nights) and average length of stay - international and domestic</li> <li>· Domestic and international airline passengers entering Wellington airport</li> <li>· Secondary (international) and tertiary (international and domestic) students enrolled</li> </ul> <p>Business support, attraction and retention</p> <ul style="list-style-type: none"> <li>· New Zealand's top 200 companies based in Wellington</li> <li>· Business enterprises - births and growths (net growth in business)</li> </ul> <p>City Vibrancy and economic performance</p> <ul style="list-style-type: none"> <li>· Pedestrian counts - average of various Golden Mile sites</li> <li>· Commercial building vacancy rates (80% code +)</li> </ul>

**4 Cultural wellbeing**

Objectives	<p><b>Dynamic Central City</b> – Our cultural activities enhance Wellington’s vibrancy as a diverse, inclusive, creative, active and eventful place, attractive to residents and visitors. Attractions and festivals provide ideas and places where people can connect with each other and explore ideas.</p> <p><b>People centred city</b> - Arts and culture activities anchor Wellington’s appeal as a place of creativity, exploration, innovation, and excitement and add to residents’ quality of life.</p>
Outcome indicators	<p>Cultural reputation, participation and vibrancy</p> <ul style="list-style-type: none"> <li>· Residents’ frequency of engagement in cultural and arts activities</li> <li>· New Zealanders’ and residents’ perceptions that ‘Wellington has a culturally rich and diverse arts scene’</li> <li>· New Zealanders’ and residents’ perceptions that “Wellington is the events capital of New Zealand”</li> <li>· Proportion of out of town (domestic and international) visitors at arts and cultural events and attractions (This measure requires scoping)</li> </ul> <p>Cultural attraction and event investment success</p> <ul style="list-style-type: none"> <li>· Te Papa visitors - total visitors, overseas visitors and NZ visitors from outside the region</li> <li>· Customer (%) satisfaction with the NZ Festival</li> <li>· Total tickets sold to the NZ Festival and the proportion sold to customers outside the region</li> <li>· NZ festival economic return</li> <li>· Total visits to museums and galleries (including Carter Observatory)</li> </ul>

**5 Social and recreation**

Objectives	<p><b>People centred:</b> Access to sport and recreation opportunities is important for people's health, wellbeing and quality of life. Our community and social initiatives promote social cohesion, resilient communities and improved quality of life for vulnerable residents. We want Wellington to be an inclusive, safe city where participation in city life can be achieved by all.</p>
Outcome indicators	<p>Access to and participation in recreation and leisure</p> <ul style="list-style-type: none"> <li>· % of residents who use council pools, recreation centres, libraries or other leisure facility</li> <li>· Residents' perceptions that Wellington offers a wide range of recreation activities</li> </ul> <p>Residents' frequency of physical activity</p> <ul style="list-style-type: none"> <li>· Residents' perceptions that there are barriers to participating in recreation activities</li> </ul> <p>Residents health and wellbeing outcomes</p> <ul style="list-style-type: none"> <li>· Social housing tenants who report good quality of life</li> <li>· Number of known homeless in the City.</li> <li>· Activity levels, obesity/health.</li> <li>· Youth participation in sport and recreation</li> </ul> <p>Resilient and cohesive communities and neighbourhoods</p> <ul style="list-style-type: none"> <li>· Residents' importance of sense of community in local neighbourhood</li> <li>· Residents' engaging in neighbourly actions</li> <li>· Proportion of residents who feel they could rely on their neighbours for support following a natural disaster or other significant event.</li> <li>· Diversity (tolerance measure)</li> </ul> <p>Public health and safety</p> <ul style="list-style-type: none"> <li>· Residents' perceptions – city and community safety issues of most concern</li> <li>· Number of notifications of the most prevalent food and water-borne diseases</li> <li>· Food premises – number of cleaning notices and closures per year</li> <li>· Residents with access to emergency items at home and workplace / place of education / other daily destination</li> </ul>

**6 Urban development**

Objectives	<p><b>People centred city:</b> We seek to ensure that the City has a high quality urban form that promotes vibrancy and adds to quality of life, while remaining affordable. Strong buildings and a resilient infrastructure means safer communities and confidence in the City.</p> <p><b>Dynamic central city:</b> The city's form should promote prosperity, allow for sustainable growth and protect our built heritage.</p> <p><b>Eco city:</b> Compact urban form means less emissions and impact on the environment.</p>
Outcome indicators	<p>Housing affordability and supply</p> <ul style="list-style-type: none"> <li>· Overall housing affordability and proportion of housing stock classed as 'affordable' (methodology to be scoped)</li> <li>· Net number of new housing units</li> <li>· Value of residential and commercial building consents</li> </ul> <p>Growth and density</p> <ul style="list-style-type: none"> <li>· Population - growth and density (central city, growth areas)</li> <li>· Proportion of houses within 100 metres of a public transport stop</li> </ul> <p>High quality urban form</p> <ul style="list-style-type: none"> <li>· Residents' perceptions of the city centre as an easy place to get to, use and enjoy.</li> <li>· New Zealanders' perceptions that Wellington is an attractive destination</li> </ul>



## KEY PERFORMANCE INDICATORS

### 1. Governance

Group of activities	Dimension	Performance measure wording
Governance, information and engagement	Facilitating democratic decision making	Meeting and committee agendas made available to the public within statutory timeframes
		Meeting and committee agendas made available to the public at least four days prior to meetings.
	Awareness of Public participation	Residents (%) who believe they have adequate opportunities to have their say in Council activities
		Residents (%) who state they are satisfied with how Council makes decisions
	Providing information and a point of contact	Contact centre: Contacts responded to within target timeframes.
		City Archives user satisfaction with service and facilities
		Residents' agreement (%) that Council information is easy to access (via website, libraries, social media, newspapers etc.)
		Residents agreement (%) that Council is proactive in informing residents about their City
		% of responses to LGOIMA request occur within statutory timeframes.
	Treaty Relations	Relationship with mana whenua
The extent to which mana whenua partners believe that WCC is meeting its obligations under Te Tiriti o Waitangi with respect to Partnership,		
		Protection and
		Participation (narrative-based measure based on interviews)
Engaging Māori residents		Māori residents (%) who believe that they have adequate opportunities to have their say in decision making.
Promoting Māori culture		Māori residents' agreement (%) that Council is taking an active role in revitalising Te Reo Māori
	Māori residents' agreement (%) that Council is taking an active role in revitalising Māori cultural heritage	

### 2. Environment

Group of activities	Dimension	Performance measure wording	
Parks, beaches and open spaces	Well utilised	Number of visitors to Botanic Gardens	
		Number of visitors to Otari	
		Residents' self-reported usage of the City's open spaces	
		Local parks and reserves	
		Botanic Gardens	
		Beaches and coastal areas	
		Waterfront.	
		Walkways and trails	
			Number of formal education attendees to Council programmes (School)
			Number of formal education attendees to Council programmes (Community)

Group of activities	Dimension	Performance measure wording
	Attractive	Resident satisfaction with the quality and maintenance of green open spaces
		Local parks and reserves
		Playgrounds
		Botanic Gardens
		Beaches and coastal areas
		Walkways and trails
		Waterfront.
		Forested areas and green belt
	Protecting and enhancing our biodiversity	Establish 2 million native plants by 2025
		Hectares of high value biodiversity sites covered by coordinated pest management.
	Affordable	Cost to the ratepayer per visitor to Botanic Gardens
		Cost to the ratepayer per visitor to Otari
	Engaged community	Proportion of households engaged in Council coordinated pest trapping
		Number of plants supplied for community planting.
Waste reduction and energy conservation	Recycling	Resident satisfaction with kerbside recycling service
		Proportion of residents who use recycling services regularly
		Volume of waste diverted from landfill
	Affordability	Cost per household (PA) for kerbside recycling.
		Total kerbside recycling collected per capita (tonnes)
	Customer satisfaction	User satisfaction with waste collection service
	Sustainable landfill operation	Estimated efficiency of gas capture system (% of estimated gas produced that is captured and destroyed)
	Waste minimisation activities	Tonnes of general waste to landfill per capita
		Number of participants in waste minimisation and education programmes
	Energy conservation	Normalised energy cost (\$)
		Normalised amount of energy used (kWh)
		Estimated energy savings
		WCC corporate greenhouse gas emissions

**2. Environment continued – 3 Waters**

Group of activities	Dimension	Performance measure wording	
Water	Clean and safe	Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria and Part 5 protozoal compliance criteria). *	
	Meeting customer expectations	Number of complaints about the drinking water's Clarity, Taste, Odour, Pressure or flow, Continuity of supply*	
	Continuity of supply and resolution of faults	Median response time for Attendance for urgent call outs*	
		Median response time for Resolution for urgent call outs*	
		Median response time for Attendance for non-urgent call outs*	
		Median response time for Resolution for non-urgent call outs*	
		Water supply interruptions (measured as customer hours)	
	Efficiency and sustainability	Percentage of real water loss from networked reticulation system*	
		Average drinking water consumption resident/day*	
	Wastewater	Compliance and sustainability	Dry weather wastewater overflows/1000 connections*
Breaches of resource consents for discharges from wastewater system*			
		Discharges from wastewater systems lead to number of:	
		Abatement notices	
		Infringement notices	
		Enforcement orders	
		Convictions	
Meeting customer expectations		Number of complaints per 1000 connections about Wastewater*	
		Wastewater odour	
		Wastewater system faults	
		Wastewater system blockages	
		Responsiveness to wastewater system issues	
Continuity of service and resolution of faults		Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	
		Median response time for wastewater overflows* (Attendance time).	
		Median response time for wastewater overflows* (Resolution time).	
Stormwater			Number of flooding events*
			Number of pipeline blockages per km of pipeline
			Number of complaints about Stormwater system performance per 1000 connections*
			Number of habitable floors per 1000 connected homes per flooding event*
		Resident satisfaction with Stormwater system	
		Median response time to attend a flooding event*	
		Percentage of days during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	
	Stormwater -cont.	Percentage of monitored sites that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 CFU/100ml	
	Number of breaches of resource consents for discharges from Stormwater system *		

Group of activities	Dimension	Performance measure wording
		Abatement notices
		Infringement notices
		Enforcement orders
		Convictions

Group of activities	Dimension	Performance measure wording
Conservation attractions	Wellington Zoo	Number of visitors.
	(measures and targets will be agreed during SOI process)	Conservation Programme Managed Species (% of total collection).
		Average WCC subsidy per visitor.
		Total ownership cost to Council.
		Average income per visitor.
		Ratio of generated Trust income as % of WCC grant.
	Zealandia	Number of Visitors
	(measures and targets will be agreed during SOI process)	Number of Education visits
		Number of Individual memberships
		Cash subsidy (grant) per visit
		Full cost to Council per visitor
		Average revenue per visitor
		Non-Council donations & funding
		Membership subscription revenue
		Non-council revenue earned (\$)
		Council operating grant (\$)
		Total revenue earned (\$)
		Council's property ownership costs (\$)
		Total cost to Council incl. grant + property costs (\$)

**3. Economic Development**

Group of activities	Dimension	Performance measure wording
City promotions and business support	Major economic projects	Major projects: Project milestones achieved (this measure is pending decisions by Council and will be refined as appropriate)
	Economic growth fund	Total outcomes achieved (previous projects: weighted by \$ value)
	Business improvement districts	Total voluntary rates collected and distributed
	WREDA	Number of major conferences and delegate days
	(measures and targets will be agreed during SOI process)	Number of A-level events held in Wellington and their economic contribution
		Maintain Wellington's share of the convention market
		Venues utilisation
		Net permanent and long term arrivals
		Australian visitor spend
		Lightning Lab participant investment raised
		Return on Investment via out of Wellington spend

Group of activities	Dimension	Performance measure wording
		Total event attendance
		Non-council revenue (\$)
		WCC operating grants (\$)
		GWRC grants (\$)
		Total revenue (\$)
		Operating costs (\$)
		Net surplus /loss (\$)

**4. Cultural and Wellbeing**

Group of activities	Dimension	Performance measure wording
Arts and cultural activities	high quality events	Attendee satisfaction with Council delivered arts and cultural festivals
		Estimated attendance at WCC supported and delivered events.
	Arts and cultural sector support	User (%) satisfaction with Toi Pōneke facilities and services
		Proportion of grant outcomes achieved (through funded outcomes – four out of five - being met) - Cultural Grants Pool
		Venues subsidy: Total numbers of performers at supported events
		Venues subsidy: Total numbers of attendees at supported events
	Museums Trust	Attendance
	(measures and targets will be agreed during SOI process)	City Gallery
		Capital E
		Museum of Wellington
		Cable Car Museum
		Carter Observatory.
		Subsidy per visitor.
		Revenue per visitor.
		Total ownership cost to Council.
		Percentage of visitors who rate the quality of their experience (good or vgood)
		Percentage of visitors that are repeat visitors.

**5. Social and Recreation**

Group of activities	Dimension	Performance measure wording
Recreation promotion and support	High quality experience	User satisfaction Pools
		User satisfaction Recreation centres including ASB
		User satisfaction Sportsfields (grass)
		User satisfaction Sportsfields (artificial)
		% of scheduled sports games and trainings that take place (all sportsfields)
	Utilisation	Artificial sports field utilisation Peak Winter
		Artificial sports field utilisation Peak Summer
		Artificial sports field utilisation off-peak Summer
		Artificial sports field utilisation off-peak Winter

Group of activities	Dimension	Performance measure wording
		Swimming pool visits (by facility)
		Marina's occupancy
		Recreation centre visits (incl. ASB)
		ASB Centre Court space utilisation: peak
		ASB Centre Court space utilisation: Off-peak
		Number of uses of Leisure Card
		Berhapore Golf course users ( )
	Affordability for users	Resident's perception that pool admission charges are affordable
		Ratepayer subsidy per swim
	Affordability for ratepayers	Ratepayer subsidy per court/hour (ASB)
	City recreation promotion	Number of international and national events at Council recreation facilities and estimated attendees
	Basin Reserve Trust	Attendance at all events
	(measures and targets will be agreed during SOI process)	Event income
		Operational grant per attendance
		Event days (incl. community events)
		Practice facility usage
		Number of functions
		Non-council revenue earned (\$)
		Council operating grant (\$)
		Total revenue earned (\$)
Community Support	Library experience	User satisfaction with Library services
		User satisfaction with Library facilities
		Satisfaction with library collection (physical)
		Satisfaction with library collection ( e-library)
	utilisation	Library items issues (physical )
	utilisation	Library items issues ( e-library)
Community Support		Estimates of attendees of library programmes
		Library physical visits
		Library website visits
		Percentage of residents who are active users
	Library amenity	Percentage of customers who think the library helped them to gain new knowledge and skills
		Percentage of customers who think the library helped them to connect with others and ideas
		Percentage of customers who think the library helped them to improve their job and earning potential
		Percentage of customers who think the library contributed to their sense of belonging in the community
	Affordability for ratepayers	Cost to the ratepayer per transaction
	Community advocacy	Homelessness - % of known street homeless people supported by agencies

Group of activities	Dimension	Performance measure wording
		Graffiti removal – response timeframes met
	Grants (social and recreation)	Proportion of grants outcomes achieved (through funded outcomes – four out of five – being met): Social and Recreation Grants Pool.
	Housing	Percentage of applicants on waitlist who have been reviewed on a quarterly basis
		Percentage of tenants housed within policy [measured differently from current]
		Percentage of City Housing properties that are occupied [measured differently from current]
		Percentage of annual City Housing costs that are met by City Housing rental revenue
		Percentage of tenants who are overall satisfied with City Housing service
		Affordability for tenants [specific metric being developed]
	Utilisation	Occupancy rates (%) of city council community centres and halls.
Public health and safety	Compliance	Number of premises inspected within food act regulation required timeframes (new business and existing businesses).
	Efficiency	Percentage of high risk premises inspected.
		Percentage of high to very high premises inspected during peak time.
		Percentage of very high risk premises inspected twice during the year.
	Timeliness	Dog control urgent requests responded to within one hour
		Dog control non-urgent requests responded to within 24 hours.
		Public toilets -urgent requests responded to within four hours
		Public toilets non-urgent responded to within three days.
	Hygiene standard	Percentage of toilets that meet required cleanliness and maintenance performance standards.

**6. Urban Development**

Group of activities	Dimension	Performance measure wording		
Urban planning, Heritage and Public Spaces Development	High quality development	Percentage of residents who agree that the City is developing in a way that maintains high quality design		
		Percentage of residents who agree that regeneration of areas of the city add to the vibrancy (e.g. Laneways)		
		Percentage of residents who agree that the public areas of their suburban centre encourage use		
		Percentage of residents who agree that the public areas of their suburban centre feel safe		
		Percentage of residents who agree that the public areas of their suburban centre are well designed.		
			Economic impact of urban regeneration projects (specific methodology to be scoped).	
		Heritage protection	% of residents who agree that heritage items are adequately valued and protected in the City.	
			Number of heritage listed buildings that are earthquake prone and the number strengthened or in the process of strengthening that are supported by the Built Heritage Incentive Fund.	
			% of residents who agree that the character of historic suburbs is adequately retained.	
		Building resilience	Residents who recall receiving Wellington specific resilience information in the past year (e.g. earthquake preparedness via digital, media or community channels)	
		Percentage of residents who believe that WCC is making adequate progress on addressing building resilience related issues in the city.		
Building and development	Timeliness	Building consents issued within 20 working days		
		Code of compliance certificates issued within 20 working days		
		Land Information Memorandums (LIMs) issued within 10 working days		
		Resource consents (non-notified) issued within statutory time frames		
		Resource consents that are monitored within 3 months of project commencement		
		Subdivision certificates – Section 223 certificates issued within statutory timeframes		
		Noise control (excessive noise) complaints investigated within one hour.		
			Effective planning	Resident’s agreement that our building and development control settings strike the right balance between allowing development and preserving the character of the City.
			Customer focus	Percentage of customers who rate building control service as good or very good
				Customers who feel they were treated fairly (resource consents)
		Building Consent Authority (BCA) accreditation retention		

**7. Transport**

Group of activities	Dimension	Performance measure wording
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Group of activities	Dimension	Performance measure wording		
Transport network	Network condition and maintenance	Percentage of roads which meet smooth roads standards*		
		Percentage of structures (walls, bridges and tunnels) that have been condition rated in the past five years		
		Percent of structures (walls, bridges and tunnels) in serviceable (average) condition or better		
		Percentage of residents satisfied with street lighting in the central city		
		Requests for service response rate: Urgent within two hours		
		Requests for service response rate: Non-urgent within 15 days		
		Percentage of footpaths in average condition or better (measured against WCC condition standards)*		
		The percentage of the sealed local road network that is resurfaced.*		
		Resident satisfaction with the condition of local roads in their neighbourhood		
		Active modes promotion	Network safety	Number of pedestrians entering and leaving the CBD
Number of cyclists entering and leaving the CBD				
Wellington Cable Car (refer SOI process)	Network efficiency and congestion	Personal risk of serious injury or fatality for all road users, pedestrians, and cyclists		
		Total number of fatalities and serious injuries on the road network*		
		Percentage of residents that feel safe walking and cycling on the transport network		
		Percentage of residents that think peak travel times are acceptable		
		Peak travel times between CBD and suburbs (Kaori, Johnsonville, Island Bay and Miramar)		
		PT enablement	Proportion of inbound bus stops that have a shelter (co delivered with GWRC)	
		Wellington Cable Car (refer SOI process)	Network efficiency and congestion	Total Passengers
				Fare income (\$)
				Cable Car reliability (%)
				Non-council revenue earned (\$)
Council capital grant (\$)				
Total revenue earned (\$)				
Total cost to Council incl. grant + property costs (\$)				
Parking	Efficiency	Percentage of revenue used to fund wider transport services		
	Equity	Percentage of residents who perceive that parking enforcement is fair		
	Availability	Number of parking areas with 85% or less car park occupancy during weekdays		
		Number of parking areas with 85% or less car park occupancy during weekends		
		Residents satisfaction with the availability of on-street car parking		