

# Governance

## At a glance

**OUR AIM** Build trust and confidence in civic decision-making.

**LEGAL REQUIREMENTS** Comply with Local Government Act 2002 requirements to facilitate democratic decision-making and action, and contribute to the well-being of Wellington and its people; and requirements regarding decision-making, consultation, planning and reporting, and financial management.

Comply with Local Government Official Information and Meetings Act 1987 requirements for openness and transparency.

Comply with Local Electoral Act 2001 regarding conduct of local elections.

**OUTCOMES** More inclusive. More actively engaged.

### CHALLENGES

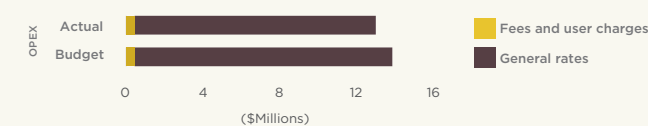
- Declining involvement in local elections
- Consulting in ways that residents find meaningful and convenient
- Ensuring that all voices are heard, especially as the city becomes more diverse
- Raising understanding of Council decision-making processes and opportunities for input
- Demonstrating that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

### 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 - ones that better meet residents' needs.

See 'progress against strategic priorities' for the key initiatives we are taking to meet these goals.

**COST 2009/10 Expenditure and funding (actual and budget) for Governance**



## IN THIS SECTION

1.1 Information, Consultation and Decision-making

1.2 Māori Engagement (including mana whenua)

Elected members

How we make decisions

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

## State of the city

### Residents are becoming more satisfied with the way the Council makes decisions.

In our annual Residents' Satisfaction Survey for 2010, 61% agreed that Council decisions are made in the city's best interests – up from 59% in the previous two years. Just over half (51%) said they understood how the Council makes decisions, up from 45% in 2009 and 40% the previous year. Almost two-thirds (65%) believed their actions could influence Council decision-making (up from 64% in 2009 and 59% the previous year).

### However, we still face challenges to improve consultation and engagement with residents.

All public organisations face challenges in informing and engaging with residents. Some of the key challenges we face are: ensuring that all voices are heard as the city becomes more diverse; finding ways to consult that are meaningful and convenient for residents; raising understanding of Council decision-making processes; and improving participation in local elections.

We have made considerable effort to improve our engagement processes, and will continue to make further improvements. In our 2010 survey, 57% were satisfied that the Council consults the right amount, compared with 59% two years ago. Three-quarters (76%) were either satisfied or neutral in respect of their own involvement in Council decision-making, compared with 79% the previous year (though the proportion who were 'satisfied' increased in 2009/10 while the proportion who were 'neutral' declined).

Turnout in local elections has been declining for many years – in the last local elections in 2007, turnout was just 40%, down from 42% in the 2004 elections and 48% in 2001. The next local body elections are being held in October 2010.

### Our approach is to find new, more effective ways to engage with residents.

'Governance' is about making decisions and being accountable for those decisions. We aim to keep residents informed about issues facing the city and upcoming decisions – through the weekly *Our Wellington* page in The Dominion Post, through other publications such as our regular building newsletters, and through our website and other media amongst others.

Residents have a wide range of opportunities for input – from voting in local elections to making submissions on Council proposals and draft policies, to getting in touch with our Contact Centre with questions or complaints about the city or Council services, to emailing or phoning a Councillor. We engage with residents in many ways to ensure we know their views about the general direction of the city and about specific proposals, and we aim to make decisions in an open and transparent manner.

Our key response to the challenges above has been to find new ways to engage that better meet residents' needs. Providing information online, and making better use of informal connections between staff and residents are examples of new ways we're engaging with residents (see 'strategic priorities' for more).

## CASE STUDY

# Thinking global, deciding local

Though Wellington is a small city by global standards, many of the decisions we make are influenced by global trends.

In 2009/10, Wellington's economy slowed because of the US-led economic meltdown that had its origins in loose home mortgage lending rules and banking regulation of previous administrations for over a decade.

The city is responding to an environmental challenge – climate change – that is driven by the decades-old dependence on fossil fuel technology.

Wellington is facing competition, possibly more than ever before, for our brightest people, our most successful companies, our tourism dollars – all because of a phenomenon called globalisation.

Our population is ageing because successive generations of parents decided to have smaller families.

These are a few of the many global trends that affect our decision-making now, yet result from actions that were taken years ago, or on the other side of the world, or both.

At a national level, too, we have faced influences that are beyond our direct control, such as the deregulated economy and the changing role of government; and the rise of Auckland as the country's dominant economic centre.

In a world that is increasingly competitive, and ever more influenced by global and national trends, it is crucial to plan and prepare for what's ahead.

In the first part of 2010, we began a project to learn more about the forces that are likely to shape the city over the next 30 years, and identify how we can respond.

The Wellington 2040 project identifies six 'megatrends' that may be crucial to our future quality of life: the increasing importance of information technology; the ageing population and community diversity; environmental sustainability; access to basic resources such as water and energy; the increasing importance for cities to offer a sense of place; and the need for smaller cities like Wellington to define their role in the world and tap into larger markets.

During 2010/11, we will be continuing this work, asking residents about the city's strengths and weaknesses, our competitive advantages, what we want to retain about the city and what should change.

From this work will come a city strategy – a long-term vision of where Wellington should be in 30 years, and a guide to how we, as a Council and as Wellingtonians, can get it there – so that it remains the vibrant, internationally competitive city it is today.

## Progress against strategic priorities

Our 2009-19 long-term plan identified the following three strategic priorities for the period to 2012.

### Making effective use of online tools to make it more convenient for people – including youth who have been historically hard to reach – to comment on Council proposals.

In the past two years, we have put considerable effort into finding new ways to engage with residents – ones that are more convenient and easier to take part in. These include the establishment of petitions (online petitions) in 2008, and many new ways of informing residents and consulting on policies and plans using email alerts and – since 2010 – social media such as Facebook, Twitter, Flickr and YouTube.

For our long-term planning process we used online discussion forums and budget calculators, as well as a phone hotline.

Engagement with young people is managed through a dedicated youth engagement team, and through the Youth Council, in which 12–24 year-olds debate and provide feedback on Council decisions and issues facing the city.

### Strengthening our relationships with the government sector and the wider region so that we can continue to influence decisions that affect our communities.

In 2010, the Council agreed to take part in a review of governance in the Wellington region. This review aims to establish the best governance structure for the region's future, and will take account of lessons from the amalgamation of Auckland local authorities. Public input will be sought.

The Council engaged with central and local government to benefit Wellington city in dozens of other ways, which are explained throughout this report. Examples include the role of the 'Capital City initiative' (page 111) and the Government's leaky buildings assistance package (page 117).

### Sustaining and enhancing our partnerships with mana whenua.

We acknowledge the special place of mana whenua (local iwi) in Wellington's history through partnership arrangements with the Port Nicholson Block Settlement Trust and Wellington Tenth's Trust and Te Rūnanga o Toa Rangatira Incorporated. These arrangements include non-voting participation for mana whenua representatives on the Council's Strategy and Policy Committee, and formal consultation on land and resource management issues.

Mana whenua partners have expressed satisfaction with these partnerships. Formal arrangements are expressed in Memoranda of Understanding which are under review.

In recent years, the mana whenua partnership has increasingly been acknowledged in the city's built environment, through initiatives such as establishment of Te Ara o Ngā Tūpuna (the Māori heritage trail) and construction of the wharewaka at Taranaki Street Wharf. See 1.2 Māori Engagement (page 11) for more detail on this relationship.

## Outcomes

Our 2009-19 long-term identified the following outcomes (i.e. 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.

# 1.1 INFORMATION, CONSULTATION AND DECISION-MAKING

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

This activity includes:

- **City governance and engagement** – running local elections, informing and engaging with residents, and decision-making processes such as running Council meetings
- **Civic information** – informing residents about Council decision-making and activities, and about the city, through our website, 24-hour-a-day Contact Centre, publications and other media.

## KEY PROJECTS

During the year:

- The Council adopted its 2010/11 Annual Plan after public consultation that included 487 submissions. It also approved several new policies and plans, including a new Community Facilities Policy and Implementation Plan, a Climate Change Action Plan, a Dog Policy and Animals Bylaw.
- The Council consulted on 35 initiatives and proposals (see 'how we performed'), including proposed changes to the District Plan and to the Council's Gambling Venues Policy, a proposal for a 24-hour city-wide ban on carrying and consuming liquor in public places, the Waterfront Development Plan for 2010/11, and sought early feedback on the 'central city framework' a component of the Wellington 2040 project (a 30-year vision for development of the city).
- The Council made a submission on the Local Government Amendment Bill, which – if enacted – will change some local body governance and accountability processes.
- The Contact Centre won first place in the city/regional councils category at the 2009 CRM Contact Centre Awards, and also placed first in the online (web/email) customer service category and third in the Supreme Award. The centre has placed first in the online category every year since 2006.
- In 2010, the Council agreed to take part in a review of governance in the Wellington region, and engaged with regional and central government in dozens of other ways to benefit the city (see 'strategic priorities', page 6, for more).
- We began to use social media websites such as Twitter and Facebook to inform and engage with residents over Council services and decision-making (see 'strategic priorities', page 6, for more).

In 2010 we will hold local elections. In 2011/12 we will review the city's outcomes and carry out a Representation Review to determine arrangements for future local elections.

## OUTCOMES

This work contributes to the following outcomes: more inclusive; more activity engaged (see page 7 for definitions). Through these outcomes, we aim to ensure that residents are involved in, have trust and confidence in, and believe they can influence Council decision-making.

Results from our 2010 Residents' Satisfaction Survey indicate that we are heading in the right direction but there is still some way to go:

- 61% agreed that decisions are made in the city's best interests – this was a small improvement over 2009 and the previous year (59% agreed in both years)
- 51% said they understand how the Council makes decisions (up from 45% in 2009 and 40% the previous year)
- 65% said their actions can influence Council decision-making (up from 64% in 2009 and 59% the previous year).

## WHAT IT COST

OPERATING EXPENDITURE (\$000)	ACTUAL 2010	BUDGET 2010	VARIANCE 2010	ACTUAL 2009
<b>1.1.1 City Governance and Engagement<sup>1</sup></b>				
Expenditure	7,756	8,757	1,001	7,823
Revenue	(22)	(12)	10	(25)
Net Expenditure	7,734	8,745	1,011	7,798
<b>1.1.2 Civic Information<sup>2</sup></b>				
Expenditure	5,313	5,660	347	5,481
Revenue	(382)	(352)	30	(390)
Net Expenditure	4,931	5,308	377	5,091
<b>CAPITAL EXPENDITURE (\$000)</b>				
<b>1.1.1 City Governance and Engagement</b>				
Expenditure	-	-	-	24

<sup>1</sup>In City Governance and Engagement, savings have been made in labour costs and professional fees. Savings in professional fees have resulted from work that was expected to be performed by external consultants being completed by Council staff.

<sup>2</sup>In Civic Information, operating expenditure is under budget due to reduced contractual costs relating to revenue collection, as well as personnel efficiencies resulting in reduced organisational overhead costs. This was partially offset by an increased number of rating valuation objections, which resulted in additional expenditure to process the objections through Quotable Value.

Funding note: This activity is mainly funded from general rates. A small proportion is also funded through user fees.

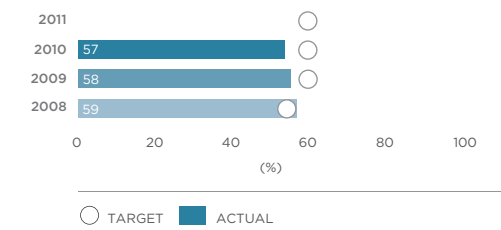
## HOW WE PERFORMED

Our aim is for residents to be well informed and engaged in local decision-making. To assess success, we ask their views on Council information, consultation and decision-making, and also record levels of participation in democratic processes such as elections and petitions.

To ensure that residents can access information about upcoming Council decisions, we measure our success at providing agendas and reports in advance of meetings.

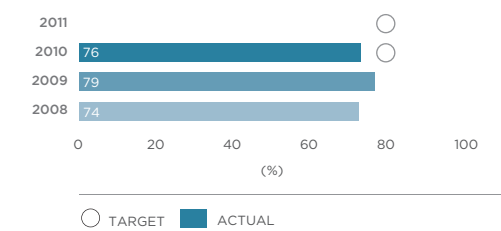
To ensure we are responding efficiently to residents' queries and concerns, we monitor the performance of our Contact Centre at answering calls and emails.

### Residents' (%) satisfaction with the level of consultation (e.g. the right amount)



Source: WCC Residents' Satisfaction Survey 2010.

### Residents' (%) satisfaction with their involvement in Council decision-making (including neutral)



Note: the proportion of residents who are 'satisfied' has significantly increased, while the proportion that is neutral ('neither satisfied or dissatisfied') has decreased.

Source: WCC Residents' Satisfaction Survey 2010.

## 1.2 MĀORI ENGAGEMENT (INCLUDING MANA WHENUA)

### Number of consultation processes undertaken and the number of people that submit

There is no target for this performance measure. The number of consultation processes and the levels of public participation vary from year to year depending on issues before the Council.

The Council completed 35 consultation processes during the year. Another four started during the year and close during 2010/11. Altogether, 5,021 written submissions and 321 oral submissions were received during the year.

Source: WCC Consultation and Engagement.

### Voter turn-out in local elections

No elections were held during the year. The next local elections are scheduled for October 2010.

### E-democracy participation – number of petitions and number of people that participate

There is no target for this performance measure.

During the year, 42 petitions were received. This compared with 28 in 2008/09 – the first year we offered petitions. Not all petitions are accepted, as some fail to meet Council criteria (for example, because they deal with issues outside our jurisdiction) and some are withdrawn by the petitioner.

Of the petitions that closed during 2009/10, a total of 10,954 people took part (this includes those that opened in 2008/09, but closed in 2009/10).

Source: WCC Democratic Services.

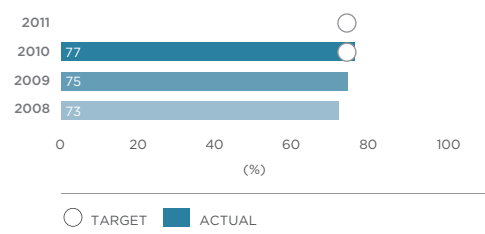
### Council and committee agendas (%) made available to the public five days prior to the meeting

Result: 68% of Council and committee agendas and reports were made available to the public five days prior to the meeting (target: 90%). This result was an improvement on the 59% recorded for the second half of 2008/09 (data was not gathered for the first half). This is a new performance measure.

The Local Government Official Information and Meetings Act 1987 requires us to make all agendas and reports available two days before meetings. We have set a higher standard for ourselves by aiming for five days.

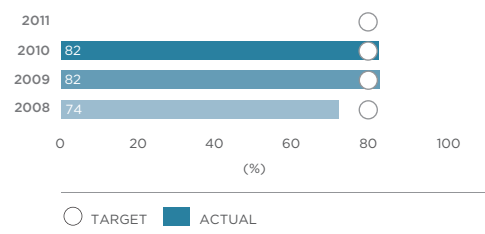
Source: WCC Democratic Services.

### Residents' (%) agreement that Council information is easy to access



Source: WCC Residents' Satisfaction Survey 2010.

### Contact Centre calls that are answered within 30 seconds



The Contact Centre answered 90% of emails within 24 hours (target: 100%).

Altogether, the Contact Centre received more than 900 enquiries a day (280,000 general enquiries, 25,000 Learn to Swim enquiries, and 20,000 building/animal licensing enquiries during 2009/10). The centre operates 24-hours-a-day, seven days a week. Short-staffing at weekends and evenings contributed to us failing to meet our email target.

Source: WCC Contact Centre.

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, Wellington Tenth Trust, and Te Rūnanga o Toa Rangatira incorporated). For mana whenua partners, this includes: non-voting rights on the Council's Strategy and Policy Committee; and formal consultation on land and resource management issues such as changes to the District Plan and protection of wāhi tapu (sacred places).

We provide a grant to each organisation to reflect the commitment of time and resources required to take part in Council decision-making.

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, kaumātua and rangatahi, and other Māori networks; and holding hui to discuss areas of mutual concern.
- We also promote and celebrate Māori culture, through events such as Matariki, through public art and heritage sites, and through initiatives such as the development of the wharewaka on the waterfront.

### KEY PROJECTS

We are developing a new Memorandum of Understanding with the Port Nicholson Block Settlement Trust to guide our future relationship, reflecting the new environment following the 2008 settlement of the Port Nicholson Block Treaty of Waitangi claim. We will also review our relationship with Te Rūnanga o Toa Rangatira on completion of their treaty settlement processes (in 2010/11).

In recent years, the mana whenua partnership has increasingly been acknowledged in the city's built environment, through initiatives such as establishment of Te Ara o Ngā Tūpuna (the Māori heritage trail) and construction of the wharewaka (canoe house) at Taranaki Street Wharf (see 6.5 Public Spaces Development).

This year, we consulted on and approved additional funding for Te Ara o Ngā Tūpuna. New interpretation panels will be installed from 2010/11.

We acknowledge  
the special place  
of Māori in  
Wellington's history.

## OUTCOMES

This work contributes to the following outcome: more actively engaged. Specifically, our aim is for Wellingtonians to recognise the special position of Māori in the city's history, and for this to be evident in current relationships.

Mana whenua partners stated in a 2010 evaluation that they perceive their relationship with the Council positively, and they regard the city as the region's business hub and a great place to do business.

## WHAT IT COST

OPERATING EXPENDITURE (\$000)	ACTUAL 2010	BUDGET 2010	VARIANCE 2010	ACTUAL 2009
<b>1.2.1 Māori and mana whenua Partnerships</b>				
Expenditure	131	160	29	116
Revenue	-	-	-	-
Net Expenditure	131	160	29	116

Funding note: This activity is funded from general rates.

## HOW WE PERFORMED

Our aims are for positive relationships with mana whenua, and high levels of engagement with all Māori in the city. To assess success, we ask mana whenua and Māori about satisfaction with their involvement in Council decision-making.

### Mana whenua partner evaluation – satisfaction with Council relationship

This year we held face-to-face discussions with our mana whenua partners to evaluate our relationship with them and identify areas where it can be strengthened.

Mana whenua partners perceive their relationship with the Council positively. Council management and staff are regarded as accessible and approachable, and involvement with the Mayor and Councillors is also viewed positively. Each partner is comfortable with the advice received from the Council. Areas to strengthen include: working more collaboratively with mana whenua partners over Resource Management Act matters; and earlier engagement in long-term and annual plan processes.

Source: Mana whenua Partners' Relationship Evaluation 2010.

### Māori residents' (%) who are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making

Result: 81% of Māori surveyed were satisfied or neutral with regard to their involvement with decision-making (target: 80%).

Note: we boosted the Māori sample in this year's Residents' Satisfaction Survey to improve our confidence in the results.

Source: WCC Residents' Satisfaction Survey 2010.

# ELECTED MEMBERS

## ELECTIONS

Elections are held every three years, in October. Wellington city residents and non-resident ratepayers aged 18 and over are entitled to vote. Elections are run by an independent, statutorily-appointed electoral officer.

Since 2004, Wellington City Council elections have been held using the single transferable voting system. The last election was held in 2007 and the next will be held on 9 October 2010.

## COUNCILLORS' PAY

The Remuneration Authority sets the Mayor's salary and determines an overall pool of funding for Councillors' pay, based on factors such as the size of the city, and the Council's assets and operational spending. For details of Councillors' pay, see Note 41 to the Financial Statements, page 216.

## MEETINGS

Councillors are expected to attend all meetings unless other business prevents them from doing so. During 2009/10, there were 103 formal Council, committee and subcommittee meetings, including Strategy and Policy Committee pre-meeting sessions (which are used to brief Councillors about items on the meeting's agenda).

Councillors provide apologies for meetings they cannot attend in their entirety, or in part, and these are recorded in the minutes. From time to time apologies are given because a Councillor is attending another event at Council's request.

Council, committee and subcommittee meetings are only one of the duties of elected members. They are also appointed to Council-controlled organisations, community boards, advisory groups and other external bodies. A number of these bodies meet monthly. In the course of their work, they may also attend workshops, briefings and meetings within the community, and sit on District Plan or resource consent hearings.

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 her other Mayoral duties restricts her ability to attend meetings of all these bodies and also the length of time she can be in attendance. Despite this she attended 76 out of 103 meetings during the year.
- For a break-down of remuneration sources refer to Note 41 Related Parties Disclosures.
- The meeting attendance figure relates to Council, committee (including Strategy and Policy pre meeting sessions) and subcommittee meetings. Councillors are also appointed to Council Controlled Organisations, Community Boards, working parties, advisory groups and other external bodies. The meeting attendance figures provided do not include Councillors' attendance at these meetings.



**Kerry Prendergast (Mayor) – City-wide**  
Ph 801 3102 E-mail kerry.prendergast@wcc.govt.nz  
**Council appointments:**  
Portfolio Leader – Transport  
Regional Land Transport Committee – Greater Wellington Regional Council  
Wellington International Airport  
**Meetings:** the Mayor is an ex officio member of all committees and subcommittees  
**Total remuneration:** \$194,160



**Ian McKinnon (Deputy Mayor) – Lambton ward**  
Ph 472 6832 E-mail ian.mckinnon@wcc.govt.nz  
**Council appointments:**  
Audit & Risk Management Subcommittee (Chair)  
Strategy & Policy Committee (Deputy Chair)  
Portfolio Leader – Governance  
Basin Reserve Trust (Alternate)  
**Percentage of total meetings attended:** 100%  
**Total remuneration:** \$111,398



**Ray Ahipene-Mercer – Eastern ward**  
Ph 388 2366 E-mail ray.ahipene-merc@wcc.govt.nz  
**Council appointments:**  
Portfolio Leader – Engagement and Cultural Well-being  
Portfolio Leader – Climate Change  
Trustee – Positively Wellington Waterfront  
**Percentage of total meetings attended:** 99%  
**Total remuneration:** \$110,769



**Ngaire Best – Northern ward**  
Ph 232 9000 E-mail ngaire.best@wcc.govt.nz  
**Council appointments:**  
Portfolio Leader – Social  
Tawa Community Board  
**Percentage of total meetings attended:** 96%  
**Total remuneration:** \$91,328



**Stephanie Cook – Lambton ward**  
Ph 970 5351 E-mail stephanie.cook@wcc.govt.nz  
**Council appointments:**  
Grants subcommittee (Chair)  
Trustee – St. James Theatre Charitable Trust  
**Percentage of total meetings attended:** 97%  
**Total remuneration:** \$89,925

# ELECTED MEMBERS continued...



**Jo Coughlan – Onslow-Western ward**  
**Ph** 473 7920 **E-mail** jo.coughlan@wcc.govt.nz  
**Council appointments:**  
 Trustee – Positively Wellington Tourism  
**Percentage of total meetings attended:** 93%  
**Total remuneration:** \$84,406



**Iona Pannett – Lambton ward**  
**Phone:** 384 3382 **E-mail** iona.pannett@wcc.govt.nz  
**Council appointments:**  
 Associate Portfolio Leader – Social Grants Subcommittee (Deputy Chair)  
**Percentage of total meetings attended:** 100%  
**Total remuneration:** \$76,801



**Andy Foster – Onslow-Western ward**  
**Ph** 476 9220 **E-mail** andy.foster@wcc.govt.nz  
**Council appointments:**  
 Strategy & Policy Committee (Chair)  
 Development Contributions Subcommittee (Chair)  
 Portfolio Leader – Urban Development  
 Director – Capacity  
**Percentage of total meetings attended:** 90%  
**Total remuneration:** \$108,314



**Bryan Pepperell – Southern ward**  
**Ph** 934 3660 **E-mail** bryan.pepperell@wcc.govt.nz  
**Percentage of total meetings attended:** 94%  
**Total remuneration:** \$71,105



**Leonie Gill – Eastern ward**  
**Ph** 387 9363 **E-mail** leonie.gill@wcc.govt.nz  
**Council appointments:**  
 Regulatory Processes Committee (Chair)  
**Percentage of total meetings attended:** 95%  
**Total remuneration:** \$88,636



**Helene Ritchie – Northern ward**  
**Ph** 473 1335 **E-mail** helene.ritchie@wcc.govt.nz  
**Percentage of total meetings attended:** 93%  
**Total remuneration:** \$71,105



**Rob Goulden – Eastern ward**  
**Ph** 388 6177 **E-mail** rob.goulden@wcc.govt.nz  
**Percentage of total meetings attended:** 84%  
**Total remuneration:** \$72,239



**Celia Wade-Brown – Southern ward**  
**Ph** 938 6691 **E-mail** celia.wade-brown@wcc.govt.nz  
**Council appointments:**  
 Portfolio Leader – Environment  
 Trustee – Wellington Zoo Trust  
**Percentage of total meetings attended:** 99%  
**Total remuneration:** \$102,456



**John Morrison – Onslow-Western ward**  
**Ph** 938 9350 **E-mail** john.morrison@wcc.govt.nz  
**Council appointments:**  
 Temporary Road Closures (Chair)  
 Portfolio Leader: Economic Development & Recreation  
 Trustee – Wellington Regional Stadium Trust  
 Trustee – Basin Reserve Trust  
**Percentage of total meetings attended:** 91%  
**Total remuneration:** \$105,886



**Hayley Wain – Northern ward**  
**Ph** 977 3211 **E-mail** hayley.wain@wcc.govt.nz  
**Council appointments:**  
 Associate Portfolio Leader: Urban Development and Transport  
 Trustee – Wellington Museums Trust  
 Tawa Community Board  
**Percentage of total meetings attended:** 91%  
**Total remuneration:** \$91,676

## CONDUCT OF ELECTED MEMBERS

A code of conduct sets out the standards of behaviour expected of elected members when dealing with each other, Council staff, the media and the wider public.

Under the Code, Councillors are expected to uphold the principles of honesty, integrity, openness, accountability, and acting in the public interest. The Council can formally censure any elected member who breaches the Code; during 2009/10, there were no formal censures.

## CONFLICTS OF INTEREST

Councillors are required to act in the interests of the city as a whole. They may not use their powers, or the information they receive as Councillors, to benefit themselves or others associated with them, and they may not vote or take part in discussions where they might be influenced by financial or other personal interests.

They are required to declare any conflicts of interest. Any conflicts are recorded in the minutes of meetings.

## COMMUNITY BOARDS

Wellington city has two community boards: Tawa, and Makara/Ohariu. Both boards have six elected representatives. The Tawa board has two appointed members, both of whom are Councillors. Community boards represent and act as advocates for their communities, maintain contact with local groups, provide advice on Council services within those communities, and have limited decision-making powers (which have been delegated by the Council).

## Tawa Community Board members

### Contact details

- Robert Tredger – Chair** Ph: 232 5982  
 Email: tredger@slingshot.co.nz
- Graeme Hansen – Deputy Chair** Ph: 232 4360  
 Email: graeme@valleyfs.co.nz
- Councillor Ngaire Best** Ph: 232 9000  
 Email: ngaire.best@wcc.govt.nz
- David Darroch** Ph: 232 8342  
 Email: darrochshardware@paradise.net.nz
- Chris Reading** Ph: 232 8130  
 Email: chris.reading@xtra.co.nz
- Dennis Sharman** Ph: 232-3016  
 Email: d.sharman@sharman.co.nz
- Malcolm Sparrow** Ph: 232 5030  
 Email: malcolm@tawalink.com
- Councillor Hayley Wain** Ph: 977 3211  
 Email: hayley.wain@wcc.govt.nz

## Makara/Ohariu Community Board members

### Contact details

- Ruth Paul – Chair** Ph: 027 418 1559  
 Email: ruth@ruthpaul.co.nz
- Gavin Bruce** Ph: 478 3231
- John Hume** Ph: 478 7599  
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# 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. This includes making key decisions such as setting rates and bylaws, setting the budget, adopting policies and strategies, and appointing the Chief Executive.

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

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

All Councillors 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 provide professional 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 those 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 and service performance, and employing staff.

To fulfil these responsibilities, the Chief Executive is supported by a management board and by the Council's 1,500+ staff. Garry Poole is in his 13<sup>th</sup> year as the Council's Chief Executive. See Note 41 to the Financial Statements on page 215 for details of his remuneration.

## DECISION-MAKING PROCESS

**Council decision-making processes are open and transparent.**

Advance public notice (usually 14 days) is given of the date, time and place of all Council meetings, and agendas are made available in advance.

Meetings are open to the public unless there is a good – and legally valid – reason for keeping discussions confidential. Valid reasons are set out in legislation and include protection of personal privacy, privileged or commercially sensitive information, or the maintenance of public health and safety or order.

Council decisions are made by formal resolution, and meetings follow formal procedures set out in the Council's Standing Orders. Minutes of Council meetings are kept and made public.

**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 each 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.

Keeping residents informed is the first step towards engagement, which allows residents to influence the decision-making process.

The Council has ongoing relationships with a wide range of groups, including resident groups, local iwi, and groups representing interests and communities such as sportspeople, 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 Councillors 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 on a day-to-day basis through complaints and through residents' informal contact with Councillors and staff.

The Council is ultimately accountable through elections, which are held every three years (see page 13).

## BALANCING COMPETING INTERESTS

**In a community of over 195,000 people, it is unlikely decisions will be made by consensus.**

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's hilly landforms and the existing road structure, and costs to ratepayers.

Whatever decisions Councillors make, some people will like it better 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 processes are effective, 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 licenses – 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 these hearings panels. Hearings panels are appointed by the Chair of the Regulatory Processes Committee.

## COMPLAINTS

Complaints about Council services are received by staff in our Contact Centre, and most are investigated and then resolved. If someone remains dissatisfied with our response to a complaint or a decision reached, it can be reviewed by the Council's Issues Resolution Office.

The office acts as a last port of call for people who feel their enquiry or complaint about Council services has not been resolved to their satisfaction. Although the office's investigating staff are Council employees, their role is independent of any Council department. This makes the complaint process as objective as it can be.

During 2009/10, the office received 75 complaints from the public. This compared with 120 and 98 during each of the previous two years. While the number of complaints dropped this year, there was a significant increase in the complexity and duration of the complaints. These complaints covered a range of issues such as resource consent decisions, disputes about parking tickets, residential parking permit entitlements, dog control, rates billing, encroachment licenses and drains and other infrastructure. Of the complaints, a number related to insufficient information being provided for a complainant to understand why a decision was reached, or communication was deemed inconsistent or delayed.

Of the 75 complaints, 18 were received via the Office of the Ombudsmen. Eleven of these cases were about the Council withholding official information and seven related to process or a decision reached by the Council. Six cases were closed within the year, either by providing further information to the requestor or the complaint being unable to be substantiated. One of these cases was closed, but transferred to the Privacy Commissioner. Twelve complaints are still in progress and await a final view by the Ombudsman.

Of the 75 complaints, three were received via the Privacy Commissioner. One case was resolved by providing further information, another case required no further action by the Privacy Commissioner, and the third case is still in progress.

## Official Information

The office also dealt with official information requests. It received 380 formal requests (357 in 2008/09) for information under the Local Government Official Information and Meetings Act and the Privacy Act.