
ORDINARY MEETING

OF

GOVERNANCE, FINANCE AND PLANNING COMMITTEE

AGENDA

Time: 9.15am
Date: Thursday, 22 October 2015
Venue: Committee Room 1
Ground Floor, Council Offices
101 Wakefield Street
Wellington

MEMBERSHIP

Mayor Wade-Brown

Councillor Ahipene-Mercer
Councillor Coughlan
Councillor Eagle
Councillor Foster
Councillor Free
Councillor Lee
Councillor Lester (Chair)

Councillor Marsh
Councillor Pannett
Councillor Peck
Councillor Ritchie
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 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.

AREA OF FOCUS

The Governance, Finance and Planning Committee is responsible for long-term planning, setting the strategic direction for the city, agreeing outcomes, priorities, performance frameworks and annual budgets. The Committee is responsible for the long-term plan, annual plan, annual report, and quarterly reports. The Committee also makes sure residents are kept informed about what the Council is doing, are able to have their say, and feel confident that their views count.

Quorum: 8 members

TABLE OF CONTENTS
22 OCTOBER 2015

Business	Page No.
1. Meeting Conduct	5
1.1 Apologies	5
1.2 Conflict of Interest Declarations	5
1.3 Confirmation of Minutes	5
1.4 Public Participation	5
1.5 Items not on the Agenda	5
2. General Business	7
2.1 2016/17 Annual Plan Process	7

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 23 September 2015 will be put to the Governance, Finance and Planning 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 Governance, Finance and Planning 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 Governance, Finance and Planning Committee.

No resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Governance, Finance and Planning Committee for further discussion.

2. General Business

2016/17 ANNUAL PLAN PROCESS

Purpose

1. This report seeks approval for the approach to, and process for, the development of the 2016/17 Annual Plan, particularly the approach to engagement.

Summary

2. The 2016/17 Annual Plan covers the second year of the 2015-25 Long Term Plan (LTP). The proposed approach to the Annual Plan is therefore focused on ensuring the Council's 2016/17 budgeting and planning processes continue to deliver the work programme set in the LTP.
3. The proposed approach to the development of the Annual Plan is as follows:
 - Phase 1: Pre-engagement – November to December 2015
 - To study and analyse public awareness of, and support for, the key projects and programmes in the LTP, and to advise Councillors of Wellingtonians support for key projects prior to the development of the draft Annual Plan.
 - Phase 2: Development of draft plan – December 2015 to March 2016
 - To develop an Annual Plan and consultation document that is informed by a full range of stakeholders, is consistent with the financial strategy and provides an opportunity for public input and 'Councillor initiatives'.
 - Phase 3: Engagement and consultation – April to May 2016
 - To ensure representative feedback on the key programmes and projects in the consultation document by using a range of approaches and tools.
 - Phase 4: Adoption and promulgation – June 2016
 - To agree the final Annual Plan and adopt the rates resolution for 2016/17.
4. It is recommended that the engagement process for the Annual Plan include ward and special interest forums, hearing panel sessions as well as targeted research and surveys as required. This will ensure the final Annual Plan is informed by the views of a more representative group of Wellingtonians than has previously been the case. There will also be an opportunity for members of the public and stakeholder groups to provide input via the LTP website and in person in February 2016 at a public feedback session with Councillors.

Recommendations

That the Governance, Finance and Planning Committee:

1. Receive the information.
2. Agree the proposed approach to the development of the 2016/17 Annual Plan.
3. Note that once the 2016/17 Annual Plan programme has been agreed, the relevant

meeting dates will be added to the Council's 2016 meeting schedule.

Background

5. Under s95 of the Local Government Act 2002 (LGA), the Council is required to prepare and adopt an Annual Plan for each financial year. It is also required to consult those in the community "who will or may be affected by, or have an interest in" the Annual Plan before the Plan is adopted, if the proposed Plan includes "significant or material differences from the content of the long-term plan for the financial year to which the proposed annual plan relates".
6. Recent changes to the LGA mean that it is not a draft Annual Plan that Council is required to consult stakeholders on, but a consultation document. Annual Plan consultation documents are to highlight and describe any variations to the activities and budgets contained in the LTP and explain why the changes are necessary, and identify reasonably practicable options.
7. The 2016/17 Annual Plan covers the second year of the 2015-25 LTP. It will build on the strategic direction and priorities specified in the LTP and support the progress made on the LTP priorities in 2015/16. For 2015/16 emphasis is being placed on progressing the major new initiatives identified in the LTP (i.e. the eight Big Ideas).
8. In November 2014 the Council adopted a Significance and Engagement Policy that sets out how the type and method of engagement with communities will be determined with regard to proposals and decisions.

Discussion

9. At this stage the likely 2016/17 work program will not contain any 'significant or material differences' to the work program identified in the LTP. Engagement on the Annual Plan process will provide Councillors with information about stakeholders current views on the LTP.

Phase 1 - Pre-engagement

10. The objective of this phase is to study and analyse awareness of the LTP and garner feedback from stakeholders on the LTP, including the 2016/17 work programme.
11. The LTP website is planned to go live in the week beginning 19 October 2015 accompanied by a number of media messages around the LTP. A section on the website will be created that focuses on the 2016/17 Annual Plan which will contain a feedback section. Responses will be monitored and analysed, particularly where new issues or topics are highlighted. If required, surveys or other market research activity can be commissioned to better understand the nature of the issue and public opinion on it. In addition, targeted questions on the LTP can be asked of residents as part of the Council's survey activities in the run up to Christmas 2015. The purpose of this activity is to develop an informed view of Wellingtonians level of support for the LTP prior to engaging with Councillors on the development of the draft Annual Plan and consultation document.
12. This proposed pre-engagement process is consistent with the purpose of engagement provided in the Significance and Engagement Policy, which is to ensure Council engages with its communities on a continuous basis. It reflects the fact that a large proportion of stakeholders have indicated they prefer online engagement models to traditional written submissions. In this regard it will build on the success of the LTP website in fostering engagement and support, generating stakeholder feedback, and

identifying key issues (e.g. analysis of online submissions received on the LTP indicated that more than 68% of online respondents were supportive of the Council's LTP proposals).

Phase 2 – Development of consultation document

13. The objective of this phase is to ensure a draft Annual Plan and consultation document are developed informed by feedback received on the LTP, and are consistent with the current financial strategy.
14. Councillors will be requested to identify any proposed initiatives for potential funding by early February 2016. These initiatives will be reviewed and analysed by officers and discussed, along with other elements of the 2016/17 work programme, in the funding workshops in mid-late February 2016.
15. To the same end, it is recommended that a public feedback session with Councillors is scheduled in February 2016. This will provide the public has a similar opportunity to comment on and propose initiatives prior to deliberations on the plan. This will also allow for initiatives proposed during the public feedback session to be analysed prior to the development of the consultation document.
16. Taken together this means that all proposals can be analysed, advised upon and prioritised in a transparent manner. Moreover the time created for analysis of the initiatives proposed for the 2016/17 work programme will mean that the consultation document will contain feasible proposals consistent with the intent and direction of the LTP.

Phase 3 - Engagement and Consultation

17. The objective of the engagement and consultation process for the 2016/17 Annual Plan is that it should reinforce the objectives and priorities of the LTP, and the importance of delivering the agreed economic development initiatives, rather than herald a new round of initiatives and activities. While it is not a draft Annual Plan, but a consultation document that is to be consulted on, the engagement and consultation process is to be about communicating how the LTP is to be given effect in 2016/17 and what it means for Wellington's communities of interest.
18. An engagement and consultation plan will be developed to manage and coordinate the chosen engagement process.
19. Council's Significance and Engagement Policy identifies the Annual Plan as a mechanism for facilitating full engagement with the community if the decisions contained within it have a high level of significance. High significance is assessed by the likely impact on:
 - The current and future wellbeing of the city;
 - Any persons who are likely to be particularly affected by, or interested in, the issues, proposal, decision or matter; and
 - The capacity of the council to perform its role, and the financial and other costs of doing so.
20. As the Annual Plan is primarily about giving effect to the decisions already made in the LTP, for which the Special Consultative procedure was used, the recommended approach to engagement is for a process that is efficient, effective and proportionate to the decisions being made. It is therefore proposed that a suite of engagement tools are used, both online and in person, to ensure the final Annual Plan is informed by the views of a more representative group of Wellingtonians than has been previously the case.

Phase 4 – Adoption and promulgation

21. Analysis of the feedback received during the engagement and consultation process will be presented to GFP in mid-late May, along with any recommended changes to the draft Annual Plan and their potential financial implications. GFP will recommend to Council the adoption (or amendment) of the final Annual Plan in late June. Council will then agree the final Annual Plan and adopt the rates resolution for 2016/17.

The engagement process

22. Historically the Council has held oral hearings on LTPs and Annual Plans towards the conclusion of the planning process. Oral hearings were previously a requirement of the LGA, but recent amendments to the LGA provide greater flexibility for councils to determine the mechanism for directly hearing the views of people who have made submissions. This, combined with the proposed approach for consultation outlined above, suggests an opportunity for community input should be included earlier in the Annual Plan process and supported by the use of a suite of other engagement tools.
23. By using a range of engagement tools a wider range of voices will be heard, particularly those not usually represented in the traditional engagement processes. The use of market research and online channels will also support improved outcomes from the consultation process and build on and sustain the mandate secured during the LTP engagement process.

Community input

24. It is proposed that the members of the public and stakeholder groups will be able to provide input on the proposed year two work programme in person in at a public feedback session with Councillors February 2016. The sessions will also provide an opportunity for members of the public and stakeholder groups to articulate their ideas and priorities to Councillors. This, combined with Councillors initiatives being sought at a similar stage early in the process, will allow officers to develop informed advice on the proposals to be included in the draft consultation document.

Ward and special interest forums

25. Used as part of the consultation and engagement process for the LTP, ward forums increase Council's profile in local wards, promote interaction and enable key messages to be presented at a local level. Each ward forum had local councillors in attendance. Special interest forums were also part of the LTP process and targeted specific audiences with a special interest in particular aspects of the LTP, and included all the Council's major stakeholder groups.
26. It is proposed to also use these forums as part of the engagement process for the Annual Plan, with forums being held during April and early May 2016.
27. Key benefits of using this approach in developing the Annual Plan are:
- Submissions can be received on more specialised subject areas, potentially in greater depth
 - Forums can be informal and interactive
 - Forums can be more efficient by running them concurrently
 - Quality of engagement will be improved
 - Builds on the engagement process adopted for developing the LTP
 - Consistent with the 'year 2' nature of the LTP cycle and LGA flexibility

- Consistent with the Significance and Engagement policy.

Hearing Panels

28. The proposal is for two hearing panels to be established, each with a rolling chairperson and 3 Councillor members. The panels would hear the views of submitters on an interactive basis in less formal settings. Meetings protocols would apply and two or more hearings could run concurrently, allowing for an increase in the allotted timeslots for submitters. This process would happen after the ward and special interest forums (i.e. mid-late May 2016) and would allow for areas of concern identified in the ward and special interest forums to get greater examination and discussion.
29. Key benefits of using this approach in developing the Annual Plan are:
- Submissions can be categorised according to subject matter
 - Hearings can be more informal and interactive
 - Hearings can be more efficient by running them concurrently
 - Quality of engagement will be improved
 - Consistent with the 'year 2' nature of the LTP cycle and LGA flexibility
 - Consistent with the Significance and Engagement policy.

Online engagement and market research

30. It is proposed to use the LTP website as an interactive tool for generating feedback on the LTP and the proposed 2016/17 work programme. The Annual Plan part of the LTP website will contain a feedback section and data from responses will be monitored and analysed, particularly where new issues or topics are highlighted. It is proposed to update the website and use media messages during the Annual Plan process to generate feedback on the Annual Plan proposals.
31. There are also existing research panels of Wellington residents that can be used for generating information on specific issues or topics. One panel is used for the annual online Resident Monitoring Survey, which goes into the field in April-May each year with a final report in June. There is also a larger secondary panel of residents who have indicated they are willing to participate in Council surveys. In addition, a number of market research companies are able to undertake surveys of samples of Wellington residents at short notice on a range of topics.
32. The online engagement and market research activities to be undertaken (and their sequencing) will be developed as part of the engagement and consultation plan.
33. Key benefits of using this approach in developing the Annual Plan are:
- Will target a different, more representative audience from traditional Annual Plan consultation processes
 - Quality of engagement will be improved
 - Consistent with the Significance and Engagement policy
 - Builds on exiting surveying and market research activities
 - Contributes to the development of greater 'digital engagement' by the Council.

Next Actions

34. The key milestones in the development of the draft Annual Plan through to release of consultation document in March 2016 are:
- Early December 2015 – *Update on position and major projects*: Update on projects and programmes to be delivered in year two (identified as part of setting the LTP). Councillor workshops on funding parameters and key deliverables in

2016/17. (NB The detail of the engagement and consultation plan will also be available at this time.)

- Early February 2016 – *Councillors' initiatives proposals close-off*: Deadline for Councillor initiatives to be provided for review and prioritisation.
- Mid-February 2016 – *Oral hearings*: Oral hearings for stakeholders and the public;
- Late February 2016 – *Funding Workshops*: Workshops with Mayor and Councillors on funding choices, capital expenditure, revenue projections, rates increases and KPIs;
- Late March/early April 2016 – *Release of consultation document*: The release of the consultation document is the start of the engagement and consultation process on the 2016/17 Annual Plan.

35. On 30 September 2015 Council agreed its meeting schedule for 2016 and noted that once the 2016/17 Annual Plan programme has been agreed by the Governance, Finance and Planning Committee (GFP), the relevant meeting dates will be added to the 2016 meeting schedule.
36. Work has already started on scoping the proposed KPI review and a paper will be provided to GFP in December 2015 outlining the proposed approach to the KPI review. This paper will be informed by the results of the July-September 2015 quarterly report and progress on the upcoming integration of corporate systems (i.e. Odyssey project).

Conclusion

37. This report seeks approval for the approach to, and process for, the development of the 2016/17 Annual Plan, particularly the approach to engagement. If GFP agrees then the next step will be a Councillor workshop in December 2015 on the projects and programmes to be delivered in year two of the LTP.

Attachments

Attachment 1. Significance and Engagement Policy

Page 14

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SUPPORTING INFORMATION

Consultation and Engagement

The consultation and engagement process for the 2016/17 Annual Plan is to be agreed.

Treaty of Waitangi considerations

Any Treaty of Waitangi considerations will be considered.

Financial implications

Any financial implications will be considered.

Policy and legislative implications

All policy and legislative implications will be considered.

Risks / legal

Consideration will be given to any risks and legal implications.

Climate Change impact and considerations

There are no climate change impacts and considerations.

Communications Plan

A communications plan will be agreed upon once the 2016/17 Annual Plan process is agreed.

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Significance and Engagement Policy
November 2014

Wellington City Council – Significance and Engagement Policy
Adopted on 5 November 2014

Table of contents

1	Introduction	3
2	Purpose	3
3	General Approach	3
4	Procedures for Assessing Significance.....	5
5	Engagement Overview	5
6	Context.....	6
7	Organisational Approach.....	7
8	Relationship-Focused Engagement.....	9
9	Service-Focused Engagement.....	9
10	Decision-making Focused Engagement	10
11	Strategic Assets	13
12	Feedback	13
13	Policy Term and Review	14
	Schedule 1: Factors and Criterion of assessing significance.....	15
	Schedule 2: Strategic Asset List	17
	Schedule 3: Aspirational public commitment on how we engage.....	18
	Schedule 4: Definitions.....	19

1 Introduction

- 1.1 The Act requires that councils adopt a Significance and Engagement policy that sets out how the significance of a decision will be determined and how the degree of significance will influence the type and method of engagement with communities. This policy sets out to allow for greater flexibility when consulting and engaging with communities on issues and matters.
- 1.2 This Significance and Engagement Policy is required to show:
- Council's general approach to determining the significance of proposals and decisions
 - Procedures, factors and criteria Council will use in determining which proposals and decisions are of significance
 - When, how and to what extent communities can expect to be engaged in Council's decision-making processes
 - A list of strategic assets owned by Council.

2 Purpose

The purpose of a Significance and Engagement Policy is to

- Enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities
- Provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters
- Inform the Council from the beginning of a decision-making process about the extent of any public engagement that is expected and the form or type of engagement involved

3 General Approach

- 3.1 An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops. The significance of a decision will be assessed according to the likely impact of that decision on:
- The current and future wellbeing of the city
 - Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter
 - The capacity of Council to perform its role, and the financial and other costs of doing so.

The particular criteria that are to be applied in assessing significance and the impact of a decision on the matters listed above are set out in more detail in section 4.1 and 4.3 of this policy and Schedule 1.

- 3.2 Usually, decisions assessed to be of high significance to Council and community will be proposed within the Long-term Plan process so they:
- are linked to desired community outcomes
 - are proposed in context with other major decisions
 - are put before the community using established processes and timing
 - meet legislative requirements.
- 3.3 The Act requires that any decision that significantly alters the level of service provided by 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 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. (Section 97(1)(a) and (b)).
- 3.4 There will be circumstances where a decision of high significance must be made outside of the Long-term Plan process. In such circumstances, Council will ensure an engagement and decision-making process is followed in proportion with the high significance of the decision and that this is addressed in a report to Council.
- 3.5 Any such report will address Council's responsibilities under sections 76, 77, 78, 80, 81 and 82 of the Act (as applicable). In general, these sections of the Act require Council to:
- Identify and assess all reasonably practical options, including the advantages and disadvantages of those options.
 - Take into account the views and preferences of persons likely to be affected or have an interest in the matter
 - Identify and explain any significant inconsistency between the decision and any policy or plan adopted by Council
 - Provide opportunities for Māori to contribute to the decision-making process
 - Promote compliance with the principles of consultation, including giving interested persons a reasonable opportunity to present their views.
- 3.6 For decisions that do not have a high level of significance, Council's aim is to comply with sections 76 to 82 in its decision-making processes. However, for decisions that are to be made under delegated authority, and for which there is no Council or committee report, Council will not necessarily formally document the assessment of significance, and compliance with sections 76 to 82.
- 3.7 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.

4 Procedures for Assessing Significance

- 4.1 In general, the significance of an issue lies somewhere on a continuum from low to high. Council has identified the following criteria to assess the degree of significance:
- Importance to Wellington City
 - Community Interest
 - Consistency with Existing Policy and Strategy
 - Impact on Council's capacity and capability
- 4.2 The factors relevant to assessing against these criteria are set out in **Schedule 1: List of Criterion and Factors**
- 4.3 Other criteria that can be taken into account are:
- The cost of the decision (the higher the cost the greater the degree of significance)
 - Reversibility of the decision (the more difficult to be undone generally the higher the significance)
 - Degree of impact on affected individuals and groups (assessing the consequences of the decision)
 - Impact on the Levels of Service/rates or debt (the greater the impact the higher the likelihood that the proposal will be significant)
 - Involvement of a strategic asset in the decision. (should the decision involve a strategic asset/group of assets, it is more than likely to have a higher degree of significance attached to it).
- 4.4 When a high degree of significance is indicated by two or more criteria, the issue is likely to be significant. The criteria merely provide a mechanism for identifying whether a matter is likely to be significant – they are not necessarily determinative of significance. Ultimately, in assessing the significance of a decision, Council will need to have regard to all relevant circumstances.

5 Engagement Overview

5.1 Purpose of Engagement

Wellington City Council (Council) is committed to engaging with the people of Wellington, communities and other stakeholders. This Policy will enable people to participate in and contribute to decisions advancing the city.

This Policy also relates to the integrated approach Council takes as an organisation to continue building and strengthening its engagement with all stakeholders through a range of channels.

The aim of this Policy is to enable Council to engage on a continuous basis with its communities using a variety of methods to invite individuals and groups to present their views in the most appropriate format.

5.2 Local Government Act

This Policy is informed by the Local Government Act 2002, as amended in August 2014. This legislation sets out Council's obligations when exercising its responsibilities in terms of the prudent stewardship of its resources. In doing so, the legislation requires Council to understand the different needs and aspirations of its people and communities by taking diverse views and interests into account.

Under the amended legislation Councils have more flexibility on how to engage with their communities and stakeholders. At the same time Council must provide for how it takes community preferences about engagement into account in this policy.

6 Context

6.1 Policy Goals

Council managers and staff are guided by a set of goals when they engage with the community. Council aim to:

- shape its proposals and decisions informed by the involvement of, and feedback from the community
- work to ensure its decision-making processes are accessible to all.

6.2 Legal Obligations

Council takes many factors into account when determining its activities and how it involves the community. Factors include legislative requirements, such as those in the Local Government Act 2002 and the Resource Management Act 1991, Council bylaws, policies and plans, and Council's role.

Council affirms its obligations to the involvement of Māori in decision-making processes as set down in the Local Government Act 2002, which includes recognition of the Treaty of Waitangi. For example: Section 4 – Treaty of Waitangi which says: "In order to recognise and respect the Crown's responsibility to take appropriate account of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes...".

At different times, Council can be a decision-maker, regulator, service provider, licensing entity, funder or an enforcement entity. Sometimes Council can be acting as a community advocate or participating in another organisation's decision-making processes. Consequently, this Policy and accompanying documents take a principle-based approach to Council's role. This enables the public to have clear expectations of how Council will engage despite the varying ways it operates.

Consultation is a subset of engagement. This Policy sets out Council's aspirations around engagement. It does not mean that Council will need to consult before every decision.

6.3 Engagement with Māori

Council will continue to 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 acknowledges the unique status of Māori and will continue to utilise a range of different mechanisms to engage with the wider Māori community and ensure their views are appropriately represented in the decision-making process. Council is committed to providing relevant information to inform Māori contribution and improve their access to Council's engagement and decision-making processes.

6.4 Engagement with Diverse Communities

Council will engage with Wellington's diverse communities, including those who may be harder to reach. Appropriate mechanisms and techniques will be chosen to ensure all communities have equal opportunity to have their views represented in the decision-making process.

As it is Council's aim to include as many as possible individuals and groups in its engagement processes, special and specific opportunity will be given to accommodate spoken and sign language interactions.

7 Organisational Approach

7.1 Informed Engagement

Council has a commitment to engage with its stakeholders and its communities, and will use, as a reference, the International Association of Public Participation (IAP2) spectrum and decision-orientation approach as the foundation for its engagement. The spectrum will help Council to decide what type of engagement is required to match the degree of significance of the matter at hand and enable decisions to be made.

IAP2 spectrum- current version²

Inform	Consult	Involve	Collaborate	Empower
Provide balanced and objective information to assist people to understand the issue	Obtain public feedback on analysis, options and/or decisions	Work directly with the public throughout the process to ensure that public concerns and aspirations	Partner with the public on each aspect of the decision, including the development of options and identification	Public makes final decisions

² In using the spectrum as a reference tool, the Council will always consider the most up to date version of the spectrum.
Wellington City Council – Significance and Engagement Policy
Adopted on 5 November 2014

		are understood and considered	of the preferred solution	
Types of issues that we might use for this	Types of issues that we might use for this	Types of issues that we might use for this	Types of issues that we might use for this	Types of issues that we might use for this
Water restrictions	Council Policy and Strategy and Bylaws	Wellington City Council District Plan	Catchment Management Plan	Election voting system (MMP, STV or first past the post)
Example of Engagement type	Example of Engagement type	Example of Engagement type	Example of Engagement type	Example of Engagement type
Website News articles Press releases Briefings Fact sheets	Submissions Surveys Focus group and Public meetings SCP	Workshops Hui Online engagement tools Surveys/Polling	Advisory groups Committees Hui Citizen's panel	Binding referendum Devolved decision-making Ballots

Recent surveys and feedback from stakeholders, interest groups and the community indicate a large portion prefer online engagement methods, while some residents still prefer the traditional method of written submissions during the formal engagement process.

7.2 Spheres of Engagement and Approaches

Any engagement Council initiates will focus on engaging stakeholders. Council will ensure that when proactive engagement is planned, it will use the following 'spheres of engagement' to help determine the relative priority and resourcing of its work. It will also ensure that clear and consistent messages are given to foreshadow the degree of significance of decisions to be made.

When the significance assessment indicates that a decision is significant (ie has a high level of significance) under Sphere A, Council will use the Long-term plan and/or the Annual Plan as a mechanism to facilitate full engagement with its community.

Sphere	Purpose	Description	Approach	Examples
A	Critical strategic questions	Each year the Council and its business units will identify the critical few big conversations to	Tailored approaches designed for strategically significant deliberation and	Long-term Plan Alcohol Management Strategy Local Alcohol Policy

Wellington City Council – Significance and Engagement Policy
Adopted on 5 November 2014

		advance the city through collaboration and empowering stakeholder and community activity.	engagement. <ul style="list-style-type: none"> • SCP • Referendum • Hui • Citizens' panel 	Regional amalgamation Sea-level rise and climate change
B	Key projects and activities	Each year the Council and its business units will identify the key projects that need stakeholder and community involvement.	Robust standardised and consistent engagement processes. <ul style="list-style-type: none"> • Submissions • Surveys • Workshops • Public meetings 	Town centre upgrade Policy development Park renewal or improvements
C	Business as usual and implementation point activities	The Council will use all of its processes to listen, and capture the views, concerns and values of the people, to inform its policies and actions.	Use of efficient and effective tools and points of contact <ul style="list-style-type: none"> • News media • Briefings • Website 	Road repairs Traffic resolutions Service interactions

8 Relationship-Focused Engagement

This engagement approach emphasises the importance of Council's network of relationships with individuals, communities and other stakeholders. These relationships enable Council to connect with a broad set of perspectives, which reflect the needs and aspirations of different communities of interest.

On a continuing basis, Council and its business units will identify partners and relationships needed to advance the development of the city. These relationships will be maintained using a range of agreements, memoranda of understanding, meetings and forums.

One of the outcomes of this engagement approach is to partner with organisations as hosts for the key conversations for the city. Partners will include:

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

Relationships can occur at different levels within Council – governance (the Mayor and Councillors), the executive, and at an operational level.

Knowledge gained from Council's relationships will be effectively coordinated and managed internally to enhance the outcomes for Wellington City.

9 Service-Focused Engagement

9.1 Experience of Council Services

People engage with Council through everyday Council services, Council staff and contractors, and by using Council facilities. Their experience of any or all of this contact shapes their opinion of Council and the work it does. For this reason, Council seeks service-focused engagement that:

- results in a positive experience where possible
- is timely, responsive and accessible
- meets the community needs and expectations
- promotes an overall positive image of Council
- actively looks for improvement.

Service-focused engagement is a routine occurrence between staff and/or contractors and the wider public.

9.2 Information from Service-Focused Engagement

Everyday comments, feedback and communication are received by Council from its service-focused engagement. These provide a rich source of information for Council to use not only as part of its engagement processes but also as part of business planning and innovation processes. Consequently, at the start of any engagement process, Council will be able to have more meaningful discussions because it will be better informed by what people have already said about the issue at hand.

Council collects information through:

- personal service interactions
- the service and contact centres
- stakeholder meetings
- the media and social media
- public submissions, feedback and commenting.

10 Decision-making Focused Engagement

Council is responsible for making many decisions on behalf of its community. As part of decision-making engagement, Council will, where appropriate, engage with interested and/or affected stakeholders to ensure they are able to make their views known and that they are able to inform and influence the decisions. This part of the Policy describes how Council would like to engage in relation to different types of decisions.

10.1 How will Council engage?

Council's decision-making activities will be prioritised as either:

Critical strategic questions – big conversations

Council will design tailored approaches to specifically guide these strategically significant conversations. These approaches will be guided, in general, by Section 82 of the Local Government Act 2002, having regard to the matters in Section 82 (4) (a) – (e).

Individuals, communities and other stakeholders will be part of the conversation and activities will be tailored to the issue and enable large-scale formal participation if needed. Council will use the Special Consultative Procedure (SCP) (Section 83) of the Local Government Act 2002 where required by law.

Engagement tools include: Activities to be used in addition to, or as an alternative to, the SCP include citizen juries, focus groups, surveys, online discussion boards, ballots and deliberative budgeting.

Examples are: Long-term Plan, Annual Plan, issues on climate change and sea level rise, local alcohol management and regional governance matters.

Key projects and activities:

Council will use robust standardised and consistent engagement processes. This may or may not involve the use of a Special Consultative Procedure. Individuals, communities and other stakeholders will be asked to participate.

Engagement tools include: Community meetings, regular project newsletters, submission forms, surveys, and public hearings.

Council acknowledges that the people of Wellington engage with Council all the time in different ways. This 'total engagement' approach means that information gained from engagement will inform Council's decision-making processes and increase the impact of people in decision-making. In particular, Council will review available information before determining the issues for the critical strategic questions and key projects and activities.

Examples are: Key new projects e.g. Convention centre, local speed limits, or activities such as town centre upgrade projects, policy development and park renewal or improvements.

Hot button issues

These are issues that have a lot of public interest or are emotive but costs, impacts and consequences are limited or very low (eg fluoridation).

Engagement tools include: Public comment, surveys and polling

Examples are: Alcohol Management Strategy.

Business as usual

This include the everyday business of Council.

Engagement tools include: Fact sheets and websites.

Examples are: Water restrictions or any action within Council's current policy framework.

10.2 Who will Council engage with?

When Council decides the critical questions for the big conversations each year, it will identify who is likely to be affected by or have an interest in the decisions. Council will identify participants from its relationship and

service-focused engagement processes. These approaches will also give Council an indication of what has already been said or conveyed to those identified about the matters at hand.

Council will ensure, as appropriate and relevant, that representation is obtained from across the spectrum and that engagement is not dominated by single organisations or sectors of the community. It will also involve participants who can provide information and expertise Council may not otherwise have access to.

Where groups claim to represent a community or sector, Council will encourage them to provide:

- evidence of the authority to represent the community or sector, including a summary of the people and organisations they represent
- information on how they formed their position on the issue concerned.

There may be situations where Council may want a specific group to be involved, but finds the group does not have the capacity or skills needed to engage to an appropriate level. In this case, Council will consider providing opportunities or support that will enable the group to enhance its ability to be involved.

Wellington City stakeholders and community groups have their own relationship with communities and individuals. From time to time, Council may ask for assistance and support to reach these communities and individuals to ensure that their views are represented in the decision-making.

Council recognises that decision-making engagement can facilitate improved mutual understanding between groups with different aspirations and perspectives.

10.3 When might the Council not carry out formal engagement?

From time to time Council may need to make decisions where it is not appropriate to carry out formal engagement, even though the decision might otherwise fit in one of the categories discussed above. For instance, particular time constraints may mean that it is not feasible in the circumstances to carry out formal engagement or consultation.

For example, Council will not undertake formal engagement where:

- in the opinion of the Council, failure to make a decision urgently would result in unreasonable or significant damage to property, or risk to people's health and safety, or the loss of a substantial opportunity to achieve the Council's strategic objectives
- any physical alterations to strategic assets that are required to:
 - prevent an immediate hazardous situation arising
 - repair an asset to ensure public health and safety due to damage from an emergency or unforeseen situation.
 -

11 Strategic Assets

- 11.1 Any decision that transfers ownership or control of a strategic asset to or from Council, can only be taken if “explicitly provided for” in the Long-term Plan and consulted on in accordance with section 93E.
- 11.2 List Criteria: Strategic assets are listed in this Policy (Schedule 2) and include any asset of a group of assets that Council has determined to be important to achieving its community outcomes. In addition, an asset or groups of assets have been listed as strategic if Council ownership or control is essential to the long-term provision of the associated service.
- 11.3 Council will take a group or whole of asset approach¹. 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. Council does not consider that addition or deletion of parts of that group asset (being a part of the group asset as a whole) will affect the overall group assets strategic nature.
 - Roading and reserve assets (respectively), means those group assets as a whole. Therefore if Council acquires land for a new road (or the formed road itself) or new reserve lands as a result of subdivision, these 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 enable Council to still 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 Local Government Act 2002;
 - Disposal of individual reserves provided that the Council has followed the procedures in the Reserves Act 1977.

12 Feedback

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.

¹ Does not apply to equity securities in Wellington International Airport Limited.

13 Policy Term and Review

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.

Schedule 1: Factors and Criterion of assessing significance

Criterion	<p>4.3.1 Importance to Wellington City</p> <p>The extent to which the matter under consideration impacts on the environment, culture and people of Wellington City, now and in the future (Large impacts would indicate high significance).</p>
Factors	<p>Factors that might impact on community well-being are:</p> <ul style="list-style-type: none"> a) Any decision that would significantly alter the level of service provided by Council of a significant activity (including a decision to commence or cease such an activity). b) Extent of costs, opportunity costs, externalities and subsidies. c) Uncertainty, irreversibility, and the impact of the decision in terms of the community's sustainability and resilience.
<p>High Degree of Significance Low</p> <p>← Large Impact Little Impact →</p>	

Criterion	<p>4.3.2 Community Interest</p> <p>The extent to which individuals, organisations, groups and sectors within the community are particularly affected by the matter.</p>
Factors	<p>Factors that would indicate a high degree of significance are:</p> <ul style="list-style-type: none"> a) High levels of prior public interest or the potential to generate interest or controversy. b) Large divisions in community views on the matter. c) A moderate impact on a large proportion of the community. d) A large impact on a moderate number of persons.
<p>High Degree of Significance Low</p> <p>← Large divisions in community views Significant community agreement →</p>	

Criterion	<p>4.3.3 Consistency with Existing Policies and Strategies</p> <p>The extent to which the matter is consistent with Council's current policies and strategies.</p>
Factors	<p>Factors that would indicate a high level of significance are:</p> <p>a) Decisions which are substantially inconsistent with current policies and strategies.</p>
<p>High Degree of Significance Low</p> <p>← Inconsistent with other strategies and policies Well within other strategies and policies →</p>	

Criterion	<p>4.3.4 Impact on Council's Capacity and Capability</p> <p>The impact of the decision on Council's ability to achieve the objectives set out in its Long-term Financial Strategy, Long-term Plan and Annual Plan.</p>
Factors	<p>Factors that would indicate a high level of significance are:</p> <p>a) Transfers of strategic assets to or from Council.</p> <p>b) High capital or operational expenditure.</p> <p>c) A financial transaction with a value of greater than 10% of rates revenue in the year of the decision.</p>
<p>High Degree of Significance Low</p> <p>← Large Impact/consequence Small Impact/consequence →</p>	

Schedule 2: Strategic Asset List

Asset
Assets Council owns that are strategic assets under Section 5 of the Local Government Act 2002
Equity securities in Wellington International Airport Limited*
The public rental housing held by Council to maintain affordable housing
Assets Council has determined to be strategic assets and those that are strategic group assets
The sewage collection, treatment and disposal system, including the sewer network, pump stations and treatment works
The land drainage system, including the storm water 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 Council's brand, Absolutely Positively Wellington
The core data set used to deliver Council services
Waterfront land and assets held on trust by Wellington Waterfront Limited for Council
The Town Hall and the Michael Fowler Centre
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)
St James Theatre and Opera House, Embassy Theatre
Libraries
Artwork and literature collections, including public art and collections held by libraries
The buildings and collections of the Museum of the City and Sea, City Gallery, Plimmer's Ark Gallery, Colonial Cottage Museum, Wellington Cable Car Museum and the Carter Observatory
Reserves lands, including the Town Belt, land held under the Reserves Act and land used for parks, cemeteries, gardens, sports fields and recreational areas
Swimming Pool Facilities
The ASB Sports Centre and network of recreation centres
Community Centres
Wellington Zoo
The Quarry
Southern Landfill

*11.3 does NOT apply to these assets

Schedule 3: Aspirational public commitment on how we engage

Wellington City Council is committed to working towards effective engagement in partnership with the community. This will help us deliver on our commitments to 'position Wellington as an affordable, internationally competitive city' and 'deliver what's right'.

1. Te Tiriti o Waitangi/Treaty of Waitangi

We will continue to engage with the Māori community and ensure their views are appropriately represented in our decision-making.

2. Listen first and seek to understand

We will collect and reflect on what we hear from the community, including, for example, council advisory groups and community boards, before we develop and engage on any proposal.

3. Early and on-going Engagement

We will engage when proposals are still at a high level and there is flexibility to address any issues raised. While undertaking a major project we will continue to engage with affected residents and businesses.

4. Seek diverse perspectives

We will seek and use the rich diversity of insights from the community to enable good problem-solving, policy development and decision-making.

5. Build commitment and contributions to advance Wellington City

We will engage in ways that give the community opportunities to not only contribute their ideas and views, but also partner with us to advance the city.

6. Give and earn respect

We will give respect to everyone we engage with and work to earn the respect of the people who engage with us.

7. Trust

We will work to build trust and credibility for engagement with the community and act with integrity when we analyse and present the results.

8. Transparency

We will provide all relevant information to help people understand a proposal and its implications, and be open and clear about the engagement at each stage of the process.

9. Report back

We will give feedback to those we have engaged with and show how their contribution has influenced the decision.

10. Monitor and evaluate

We will monitor and evaluate how we engage with the public.

Schedule 4: Definitions

1 *Significance**

Significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for-

- The current and future wellbeing of the district or region
- Any persons who are likely to be particularly affected by, or interested in the issue, proposal, decision, or matter
- The capacity of the local authority to perform its role, and the financial and other costs of doing so

2 *Significant**

Significant, in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance. Significant is any matter beyond a point on the continuum defined as being where there is a high degree of significance. This policy aims to assess where on the continuum a matter is deemed significant.

3 *Engagement*

Engagement is a term used to describe the process of sharing information with the community and seeking their feedback, with the purpose of getting the community involved in helping make decisions to inform and assist decision making. There is a continuum of community involvement.

4 *Consultation*

A formal or informal encounter to impart information and elicit feedback or a response

5 *Strategic Asset**

Strategic assets are defined in section 5 of the Local Government Act 2002 as:

"..in relation to the assets held by a local authority, means 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

* Statutory definitions