

**PALMY**<sup>®</sup>  
2021-31



**TE MAHERE MŌ TE MANA  
URUNGI PAPAI TONU ME TE  
KIRIRARAUTANGA HOHE**

**GOOD GOVERNANCE AND  
ACTIVE CITIZENSHIP PLAN**

TE MANA URUNGI PAPAI TONU  
GOOD GOVERNANCE

TE KIRIRARAUTANGA HOHE  
ACTIVE CITIZENSHIP

# Ahunga rautaki



# Strategic direction





# Te mana urungi papai: Ngā whāinga rautaki a te Kaunihera

## Good governance and citizenship and Council's strategic goals

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Governance and active citizenship plan primarily contributes to the Palmerston North City Council's goal of a Driven and enabling council. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan through two chapters: Good governance and Active citizenship.

### Ngā tino Priorities

The priorities of Goal 5: A driven and enabling council are:

1. Customer-centric service
2. Active citizenship
3. Operational excellence
4. High-performance culture
5. Good governance

The chapters in this plan focus on the priorities of 2) Actively engaged communities and 5) Good governance

### Te take o te mahere Purpose of the plan

The 10-Year Plan levels of service for this plan are:

- Actively engage residents in decision-making
- Clearly communicate the purpose and value of Council facilities and services
- Provide a range of opportunities for residents to engage with decision-making processes
- Administer committee and Council meeting processes which are open to the public
- Run local body elections every three years and any polls
- Support elected members to excel at good decision making

### Ngā hononga ki mahere kē Links with other plans

The Good governance and active citizenship plan contributes to the success of all the plans across each of the goals, as community and elected members engage in the direction setting and leadership activities which lead to good decision-making and ownership of community solutions.

The actions in this plan contribute to the achievement of the Connected communities strategy and, in particular, Priority 3: Support communities to achieve their aspirations.

Some of the key links with the Connected communities plan are found in Council's work with youth development and the Welcoming Communities outcomes.

### Te mahitahi me Rangitāne o Manawatū Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- honour the Kawenata agreement, under which Rangitāne representatives have been appointed to the Environmental Sustainability Committee, the Community Development Committee, and the Rangitāne o Manawatū committee to co-manage Te Motu o Poutoa Anzac Park in the 2019-2022 term of Council
- provide opportunities for Māori to contribute to the decision-making processes and consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes
- engage with whānau (18.7% of Palmerston North residents) who wish to participate more fully local government decision-making

These commitments will guide the implementation of all aspects of this plan.

### Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere Council documents that contribute to this plan

The implementation of this plan is shaped by these Council-adopted documents:

- Appointment of Directors Policy
- Code of Conduct for Elected Members
- Delegations Manual
- Kawenata agreement
- Significance and Engagement Policy
- Standing Orders

### Te ine i te angitutanga Measures of success

Council will monitor these measures of success and report on these through the City Dashboards:

- Engagement and consultation methods match the significance of the issue and the preferences and needs of interested and affected people
- More than two out of every three residents in the Residents' Survey are 'satisfied' with both the 'opportunity to have a say' and the 'ease of having a say'
- Increase in resident satisfaction with the performance of the Mayor and Councillors
- More than 70% of residents are satisfied with 'governance reputation'
- Voting participation rate over the next two local body elections increases to 50%
- More people access meeting agendas through the PNCC website and increased views of recorded meetings
- Increase in the diversity of those who are 'having a say', either through formal processes such as standing as a candidate for election, writing a submission, making a 'public comment', or informal opportunities, such as attending consultation drop-in sessions and nominations for civic awards
- More Māori vote, advocate, and serve as public leaders (Whānau Ora's 5-10 year outcome measure of 'whānau are participating fully in society')
- Progress in our assessment levels against the Welcoming Communities Standard "Civic Engagement and Participation"
- Youth participation is assessed as being at Level 4 of Shier's participation pathway



## Kupu whakataki Introduction

Good governance is achieved when elected members have access to robust advice, and the right training and support to make effective decisions.

To govern well, Council needs to engage with our communities. Good engagement will support quality decision-making for current and future generations. The purpose of this chapter is to provide governance support that enables elected members to govern effectively.

## Kei hea tātou i tēnei wā? Where are we now?

- We have 15 councillors and a Mayor; one city-wide 'ward', and we have a range of committees and portfolios.
- Rangitāne o Manawatū is formally represented on four committees.
- The recent Residents' Survey found that more than half (58%) of residents are satisfied with the performance of the Mayor and Councillors (2020, 54% in 2019).<sup>1</sup>
- The survey also found that two out of every three residents are satisfied with governance reputation (2020, 61% in 2019).

<sup>1</sup> Palmerston North City Council (2020). Residents' Survey.

**He aha ngā hiahia hei whakatutuki?  
What do we want to achieve?**

- Council staff and elected member decision-making focuses on agreed strategic priorities.
- Governance and management roles are clearly defined and understood.
- Strategic goals are at the forefront of advice and decision-making.
- Council decision-makers are given high-quality and timely advice.

**He aha ngā mahi e tutuki ai ngā hiahia?  
What actions will we take to get there?**

Ongoing actions	Start date	Involvement of partners
Ongoing review of governance systems and structures to support Council's effectiveness and reputation	All 2021/2022	Elected members and staff
Clarify and communicate governance and management roles		
Undertake the annual Residents' Survey		
New and one-off actions	Completion date	Involvement of partners
Develop a skills and knowledge-based ongoing induction and training programme for elected members	2022/2023	Rangitāne o Manawatū
Undertake a Representation Review	2021/2022	
Review the portfolio system to increase responsiveness to community needs	2021/2022	
Consider what roles the Council should play in addressing racism and discrimination in our community	2021/2022	



## Kupu whakataki Introduction

The purpose of local government is democratic local decision-making that promotes the social, economic, environmental and cultural well-being of our city communities. Decision-making on city issues benefits from the contribution of citizens to debate.

Engaged and active citizens have access to good information and opportunities to contribute diverse ideas and experiences. Active citizens collaborate to find solutions to benefit this generation and the next. The purpose of this chapter is to have greater community participation in decision-making.

## Kei hea tātou i tēnei wā? Where are we now?

- The 2020 Residents' Survey found that 44% of Palmerston North residents are 'satisfied' with the 'opportunity to have a say', 42% are neutral and 13% are dissatisfied.
- The survey also found that 34% of Palmerston North residents are 'satisfied' with the 'ease of having a say'. 46% are neutral and 19% are dissatisfied.
- Engagement with content on Palmerston North City Council's Facebook page increased 177% year on year April 2019–April 2020.
- Palmerston North City voter participation rate in the 2019 local body election was 37.4% of eligible voters, compared to an overall national average of 41.7%. It was the lowest of all the metro cities. In contrast the Palmerston North electorate for central government participation rate was 80.6% in the 2017 national election compared to a national average of 79%.
- Council carries out cyclical consultation, such as bylaw reviews, the Annual Plan and 10-Year Plan, as well as consultation that is single issues-based, such as District Plan changes, policy development and review, and service delivery changes. Formal submission numbers vary depending on the topic, from a handful to the most recent BPO feedback, which received over 1,000 submissions.

## He aha ngā hiahia hei whakatutuki? What do we want to achieve?

- Palmerston North residents know how to 'have their say' in formal and informal opportunities.
- More Palmerston North residents and organisations participate in decision-making processes.
- A range of voices are heard in decision-making processes.
- Palmerston North residents understand what the Council does.
- Palmerston North residents can see the relevance of decisions.
- Council understands barriers to participation and works collaboratively to facilitate solutions.
- Young people are actively engaged in decision-making processes.

## He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?

Ongoing actions	Start date	Involvement of partners
Administer committee and Council meeting processes which are open to the public	2020/2021	Rangitāne o Manawatū Youth Council Welcoming Communities Advisory Group Disability Reference Group Community Services Council
Review of the Significance and Engagement Policy		
Run local body elections every three years and any polls		
Support Mayor and Councillors		
Provide civic ceremonial functions		
Develop the Centre of Excellence for Consultation		
New and one-off actions	Completion date	Involvement of partners
Review chamber and related spaces as inclusive public spaces, including bilingual wayfinding	2023/2024	Rangitāne o Manawatū Youth Council
Review Council structures to improve accessibility and reduce barriers to participation	2021/2022	
Review connection opportunities for Councillors and public	2023/2024	Disability Reference Group Community Services Council
Improve staff capability in community engagement	2023/2024	







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**Te Kaunihera o Papaioea  
Palmerston North City Council**

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Our north arrow draws directly from “North” in our city’s name. An upward arrow perfectly symbolises our ambition for a city that’s smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.