

# Governance and Management

The Council is elected to oversee Wellington's development and represent the interests of the city's people.

Our governance and management processes reflect our commitment to achieving the best results for Wellington, in line with community aspirations.

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# Governance

## OUR ROLE

**It's our job to guide Wellington's development in line with the wishes and aspirations of its people.**

The Council is made up of 14 elected councillors and a mayor. They're supported by a chief executive and more than 1500 staff. Under the Local Government Act 2002, our statutory roles are:

- to enable democratic local decision-making and action by, and on behalf of, the people of Wellington
- to promote the social, economic, environmental, and cultural well-being of the people of Wellington, in the present and for the future.

**There are several different ways we can work to promote community wellbeing.**

We provide a wide range of services – such as water supply, drainage, and transport networks. We also provide facilities such as pools, libraries, recreation centres, community halls and social housing. In addition, under various laws, we're responsible for controlling and regulating activities such as building, land use, noise, food preparation, liquor sales, and ownership of dogs and other animals.

We take different approaches to promoting community wellbeing depending on the circumstances. Often, instead of providing a service ourselves, we work with others to achieve common aspirations. This may involve funding or contracting other organisations that are better placed to deliver a service than we are. Or it may involve work by councillors and staff to bring people together and facilitate projects, or to advocate on behalf of the city.

**Councillors set the city's overall direction and priorities and monitor the organisation's performance.**

'Governance' is about setting direction and priorities, and about providing oversight. This is the essence of the role played by elected councillors. The Council's chief executive is appointed to deliver the services needed to fulfil the direction the Council has set.

Under the Local Government Act 2002, certain powers are reserved for the elected Council. They include setting bylaws and rates, setting the city's overall direction and budget through long-term and annual plans, setting policies required under the Act, appointing the chief executive, making decisions about borrowing money and buying or selling assets, setting up and giving powers to Council committees or joint committees with other organisations, determining how council meetings will be run, setting a Council code of conduct, and adopting annual reports.

In addition, the Wellington City Council has kept certain other powers, such as setting strategies, setting the content of the District Plan which guides development in the city, approving our triennial agreement with other Wellington local authorities on how we'll work together, promoting legislation or changes to legislation, making recommendations to the Remuneration Authority about councillors' pay, and certain financial decisions including approval for financial guarantees or compensation claims over \$1 million.

Subject to these powers, day-to-day management of Council services and operations is delegated to the chief executive, with councillors monitoring progress.

### **Councillors also spend time with their communities and advocate on behalf of community interests.**

Councillors are elected from areas of the city known as wards, and are responsible for looking after those wards. This involves meeting people and organisations and advocating on their behalf or addressing any issues they may face.

However, when councillors come together to make decisions in the Council or a council committee or subcommittee, they are required to put aside local interests and exercise their powers in the best interests of the city as a whole.

*Panel*

## **RESOURCE CONSENTS**

### **We have processes to ensure that resource consent decisions are considered independently and conflicts of interest are avoided.**

The Resource Management Act requires us to regulate land use in the city to minimise environmental harm from such things as noise, earthworks, new subdivisions and land developments, plans to clear native bush, changes to historic buildings, and other factors set out in the District Plan.

A resource consent is required for any proposal that is not permitted as of right under the District Plan. If a consent is required, the process varies depending on how much environmental impact a proposal has and who is affected. Where the effects are not minor

the consent is publicly notified, which allows affected parties and members of the public to have their say.

Decisions about publicly notified resource consents are made by a panel of commissioners, which may include elected members. The hearing of resource consents is a quasi-judicial process and extensive training is provided before appointments are made to a hearings panel.

If we are a party in the resource consent proceedings, 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. Our *Guidelines for the appointment of hearing panels* sets down the specific criteria for determining whether independent commissioners are needed.

## **CASE STUDY: MARINE EDUCATION CENTRE**

### **To win a resource consent, the Aquarium of New Zealand had to convince independent commissioners – and now has to convince the Environment Court.**

In May 2006, the Wellington Marine Conservation Trust applied for resource consents to build and operate a new Marine Education Centre at Te Raekaihau on the south coast. Though the proposal has been controversial, with opposition from local people and groups, the Council has supported it with operational funding and a conditional offer of an interest-free loan. We believe the centre can become a major visitor attraction with potential to benefit the city's environment by educating Wellingtonians and visitors about our unique marine environment.

In order to avoid a conflict of interest between our role as a funder of the project and our regulatory role under the Resource Management Act, we appointed independent commissioners to hear the resource consent application. All had relevant expertise in areas such as geography, civil engineering and resource management.

Advertisements were placed in newspapers asking for public input, and 119 people and groups known to be interested were contacted directly. More than 9,200 written submissions were received – just over 5,600 in support and 3,600 opposed.

The panel held hearings during August 2006, including a visit to the site and consideration of 142 oral submissions including expert witnesses. Issues considered included: potential positive effects such as education, tourism, and environmental and economic benefits; the natural character of the site; its landscape, ecology and geology; visual, noise and odour effects; effects on sunlight; traffic and parking issues; and the impacts of seawater intakes and discharges.

The panel determined that Te Raekaihau's environmental and open space value meant that building should only be allowed in very exceptional circumstances: however, the potential educational and other benefits of the Marine Education Centre justified the exception.

"The marine education centre has the ability to add to the quality of the south coast experience, in the sense that it helps to interpret and understand both the general and local marine environment. In time, it should come to be regarded as part of the overall south coast experience... [We] can think of no other project that would have reached this point."

The resource consents were granted. The decision has been appealed by some opponents to the Environment Court.

## **SETTING OUR PRIORITIES**

### **Democratic decision-making means the Council represents the people of Wellington.**

In a community of over 180,000 people, decisions can't be made by consensus. Councillors are elected to represent the people of Wellington, acting and making decisions on your behalf.

In this role, councillors often have to weigh up competing views and interests. This might include balancing the interests of one part of the community against another, or balancing community aspirations against financial constraints.

As an example, councillors have balanced competing demands on the waterfront – the need to revitalise the area, develop open space for people to enjoy, and keep costs to ratepayers down. The programme adopted by Council allowed a limited number of high quality building developments on the waterfront, which attract people to the area and also help fund the development of public areas such as Waitangi park.

### **Councillors also have to balance short-term and long-term interests.**

Decisions made today can have implications further down the track. Often, councillors will have to decide whether to take action now in order to provide future benefits or prevent future harm. For example, in recent years the Council has made the decision to remove all hazardous pine trees from Tinakori Hill, and Project Crimson in partnership with community groups and our staff are replanting the whole area with northern rata (a cousin of pohutukawa). These decisions impose costs on ratepayers now, and although this generation will not benefit from experiencing the whole of Tinakori Hill in full crimson bloom, future generations will.

As another example, councillors frequently have to consider the short-term cost to ratepayers of repairing or replacing an asset alongside the potentially greater future costs if that asset fails. Often, this will result in a decision to spread the costs of replacing an asset

over its expected life. This ensures that all those that benefit from the asset pay a proportion of its cost.

### **We know we can't keep everyone happy all the time...**

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 a climate where public organisations are scrutinised more than ever before, and trust in public organisations is generally declining.

### **...but we can make sure our decision-making processes are worthy of your trust and confidence.**

Before councillors make any decision, they – with advice from council staff – examine it from every angle. Uppermost in their minds is the wellbeing and collective needs and aspirations of Wellington's people.

In addition, they have to consider legal requirements and contractual obligations. And, before they commit to spending ratepayers' money, they'll consider how the proposal fits in with the Council's strategic direction and policies, and whether it's a prudent use of ratepayer funding. They'll ask themselves questions such as: how much will it cost? how can it be funded? will someone else do the work if we don't? will the benefits be significantly less or the costs significantly greater if we wait? And are there any risks involved?

Altogether, we believe our decision-making processes are fair and robust.

Panel (with 'setting our priorities' section)

## **GOVERNANCE PRINCIPLES**

The principles under which councillors exercise their powers and perform any duties are set down under legislation and include:

- conducting council business in an open, transparent and democratically accountable manner
- conducting council business in an efficient and effective manner
- making themselves aware of, and having regard to, the views of all of the city's communities
- recognising community diversity when making decisions
- taking account of the interests of future generations
- taking account of the impact of any decision on current and future well-being of communities in all aspects – social, environmental, economic and cultural
- involving Maori in decision-making
- cooperating and collaborating with other agencies to advance the wellbeing of the city's communities

- undertaking all business transactions in accordance with sound business practice
- ensuring the prudent stewardship and the efficient and effective use of resources in the interests of the city.

## **LISTENING TO YOUR VIEWS**

### **To help us make sound decisions, we seek input and advice from the city's communities.**

We can only make sound decisions if we have a good understanding of the needs and wishes of the people affected by those decisions. We seek input from anyone interested or affected – whether that's an individual, a group, a neighbourhood or the entire city.

One of the more common ways you help with our decision-making is when you have your say on a proposal we are consulting on. This year, we consulted formally on more than 20 proposals, including town centre plans, changes to traffic rules, changes to bylaws, policy reviews, and our annual plan. Altogether, we heard from more than 2700 people.

People also share their views at public meetings, make contact with our Call Centre, and have informal chats with a councillor or staff members. We also seek public input through surveys and focus groups.

### **The type of consultation depends on the decision being made.**

All Wellingtonians can have input on our overall direction, our budgets and priorities for each year, decisions about bylaws, and any other significant decisions affecting the city and its people.

On decisions that affect specific locations or groups of people, all stakeholders can have a say. The stage at which we ask for input from different people and groups depends on the extent to which they are affected by or interested in the issue we're considering.

For example, for our upgrades of playgrounds, we'll consult citywide as part of our annual plan about the overall budget for upgrades and the timing of each upgrade. Then, we'll consult local communities about options and designs, and we'll talk with neighbours and local businesses about direct affects on them of both the work and the benefits of the upgrade.

Decisions on consultation are determined by: the requirements of the Local Government Act 2002; our consultation policy; the significance and nature of the decision to be made; the level of public interest in the matter; the potential impact on affected and interested parties; the urgency of the matter; and the extent to which the views of the community are already known to the Council.

### **Forums and advisory groups help specific sectors of the community to have their say and guide us in our work.**

Our advisory groups consist of members of the community with specialist knowledge in a specific area of council responsibility. Their role is to help their communities to understand Council processes and participate in the Council's decision-making processes, and to help the Council understand the needs of their particular communities and how those needs may be addressed.

The advisory groups are: the Pacific Advisory Group; Disability Reference Group; Road Safety Reference Group; Environmental Reference Group; and the Youth Council.

We also hold a number of forums each year: a hui, Pacific Island forums, ethnic forums, retailers forum and a sports forum. These forums, which are always well attended, allow elected members and staff to hear directly from specific sectors of the community.

### **Community boards help us understand the needs of local areas.**

Our two community boards – Tawa and Makara/Ohariu – consist of elected community representatives, and in the case of Tawa two councillors, who are appointed. The boards reflect the unique history and requirements of their areas and help the Council to understand and meet the communities' needs. The boards advise the Council and have limited decision-making functions.

### **Treaty partnerships ensure tangata whenua have a voice.**

The Council's treaty partners provide advice on matters relating to Maori. They are non-voting members of the Strategy and Policy Committee where they can contribute to the discussion on any item they have an interest in. (See the Engagement/Governance chapter for more about these partnerships.)

### **We act on the feedback we receive – we don't just file it away.**

When we consult on an issue, we consider each submission carefully – the arguments in the submissions influence our views. After submissions were received on our 2007/08 annual plan, we made changes to our proposals. For example: we chose to partner with central government and provide new funding for New Zealand Memorial Park; we gave funding support to the New Zealand Film and Television School and the Basin Reserve Trust; we provided a grant to St Andrews on the Terrace to delay the sale of Crossways community house; and we agreed to a lower-than-proposed increase in marina fees.

Everyone who submits on any of our consultations is responded to with a letter outlining the decisions made in relation to the issues they'd raised.

## **CHECKS AND BALANCES**

### **Our structure ensures that every proposal gets thorough scrutiny.**

Before a proposal gets to the Council, it will first have been thoroughly checked out by Council management and staff. In their roles as advisers to the Council, they prepare reports explaining the costs, options, and implications of any proposal. They also seek community input as appropriate, and take account of all other relevant factors.

The preferred option will then be considered and agreed by a committee or subcommittee, who will also weigh-up the need for consultation. If they agree to consult, a proposal will be published and made available for submissions. These will in turn be reviewed and heard by a committee or panel of councillors. Final decisions are either made by the full Council or the Strategy and Policy Committee by simple majority.

### **Some committees consider the broad issues facing the city, while others cover specialist areas.**

The Council has three committees and seven subcommittees. All councillors are members of the Strategy and Policy Committee, which meets weekly and considers most key decisions relating to the Council's direction and activities. The other committees are: the Regulatory Processes Committee and the Performance Review Committee (to oversee the chief executive's performance).

There are subcommittees on Waterfront Development, Grants, Performance of Council Controlled Organisations, Development Contributions, Temporary Road Closures, Annual Plan Hearings, and Audit and Risk Management.

These committees and subcommittees all report directly to the Council and/or to the Strategy and Policy Committee.

Their main purposes are to discuss and set policy, and to monitor management activity to ensure the affairs of the Council and related organisations are being conducted in accordance with legislation and the Council's strategic objectives.

### **The Council's committee structure ensures that all decisions take account of the wider issues facing the city.**

All services are linked, so it makes good sense to consider them all together. Urban development decisions, for example, affect the transport network and the environment. Our decision-making structure – with the Strategy and Policy Committee playing a lead role – ensures that all councillors are aware of the full range of issues facing the city.

The beginning of each meeting is set aside for members of the public to have their say.

### **Some subcommittees have professional experts to help guide their work.**

From time to time, the Council appoints external members to its subcommittees. These external members are often professional experts or people who represent particular sectors of the community. They bring a unique perspective to the meetings and help elected

members with their decision-making. Appointed members of Council subcommittees receive pay reflecting their responsibilities.

### **Strong communication links are maintained between the mayor, councillors and management.**

The mayor and councillors meet with Council officers regularly to be briefed about upcoming agendas and reports. This provides an opportunity to ask questions and seek clarification before decisions are made.

Councillors who are responsible for particular portfolios – such as the environment, culture or transport – have regular meetings with relevant managers and staff to discuss progress on work programmes and any other matters relating to their portfolio. Work programmes for each portfolio area are agreed collectively by the mayor and all councillors.

## **COUNCILLORS' CONDUCT**

### **Councillors have to meet standards of behaviour in relation to each other and the wider community.**

The Council's Code of Conduct provides guidance on the standards of behaviour that are expected from elected members. It applies to their dealings with each other, the Council's chief executive and staff, the media, and the wider public. The code describes the roles and responsibilities of elected members generally and those of the mayor and deputy mayor. It also sets out the steps to be taken when the code is breached. The Code provides for the mayor to consider any allegation. The mayor may also refer an alleged breach to the Council. There were no formal censures by the Council during 2006/07.

### **Elected members may not vote or take part in Council discussions on issues where they might be influenced by financial or other personal interests.**

Legislation sets out members' responsibilities in relation to financial conflicts of interest and the sanctions for failing to comply, which can include financial penalties and removal from office. Because the penalties are severe, the Council has established the following practices:

- We maintain a conflict of interest register to help members monitor potential conflicts of interest.
- We prompt members at the beginning of every meeting to declare any conflicts in relation to the items on the agenda.
- We provide members with a conflict of interest guidebook.
- We hold workshops to keep members up to speed with requirements.

These steps guard against members directly or inadvertently abusing the advantages of their public office for personal gain. When a conflict is declared, this is noted in the minutes of the meeting.

## **Elected members also register any gifts they receive.**

Elected members may not abuse the advantages of their official position for personal gain, or solicit or accept gifts, entertainment, rewards or benefits that might compromise their integrity.

The exchange of gifts during official international or inter-council visits is an accepted practice. These gifts are generally regarded as being to the office rather than the individual elected member. Any gifts that are received are entered in the elected members' gift register.

## **MAKING OURSELVES ACCOUNTABLE**

### **Our decision-making is open and transparent.**

We comply with the Local Government Official Information and Meetings Act 1987 to make sure our work is transparent and open for public and media scrutiny.

All meeting agendas and reports are publicly available two days before meetings in any of our 12 libraries, at our service centre, and online at [www.Wellington.govt.nz](http://www.Wellington.govt.nz).

While the provisions of the Local Government Official Information and Meetings Act allows us to exclude the public from meetings on special grounds (e.g. commercial sensitivity) we seek to make use of these provisions as infrequently as possible.

Minutes of meetings are made publicly available on our website..

We also ensure any decisions are communicated effectively to the community – through media releases, web alerts, the Our Wellington page in the *Dominion Post*, our *Absolutely Positively Wellington* newspaper, and our website – with explanations of what decision was made and why.

### **We provide information so that residents can hold us to account for our actions.**

We make ourselves accountable in many ways. This annual report is one. It explains what we did during 2006/07, how our work contributed to the city, what it cost, and whether our performance met the expectations we set ourselves. Its contents have been thoroughly scrutinised by Audit New Zealand to ensure they fairly reflect our financial performance and position, and the services we've provided. We also produce quarterly reports which are available to members of the public and media.

In addition, we're held to account through complaints to our Issues Resolution Office (see below) and by simply being available to answer your questions.

And, every three years, elected members are held to account during local elections.

Panel

## **ELECTING THE COUNCIL**

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

The current Council was elected on 9 October 2004 under the single transferable vote system (STV).

The mayor is elected by voters from across the city. The 14 councillors are elected from five geographical areas called wards. Community representatives to the Tawa and Makara/Ohariu community boards were also elected at the same time.

The way the mayor and councillors will be elected at the next elections was reviewed this year. The review is a requirement of the Local Electoral Act 2001. The results of the review, determined by the Local Government Commission, will come into force at the 2007 elections.

The following ward boundary changes were made as a result of the review:

- The suburb of Roseneath moved from the Lambton Ward to the Eastern Ward.
- The suburb of Wadestown moved from the Lambton Ward to the Onslow/Western ward.

The next election is scheduled for 13 October 2007.

Panel

## **SETTING COUNCILLORS' PAY**

The Remuneration Authority determines the 'remuneration pool' for each Council – that is, the total amount that each Council can spend on salaries for its mayor, councillors and community board members. The size of the pool depends on the city's population, and council's operational spending, and gross value of its assets.

The Council then determines how that pool is divided up among councillors based on their roles and responsibilities. The Remuneration Authority sets the salary for the mayor.

The authority's determination takes effect on 1 July each year. For details of elected members' remuneration, see the notes to the financial statements on page XX.

Panel

## COUNCIL CONTROLLED ORGANISATIONS

In order to achieve our objectives for Wellington, we have established several council controlled organisations – Wellington Zoo Trust, Positively Wellington Tourism, St James Theatre Charitable Trust, Wellington Museums Trust, Basin Reserve Trust, Wellington Cable Car Ltd, Positively Wellington Business, Capacity, Wellington Stadium Trust, and Wellington Waterfront Ltd. These organisations were set up to independently manage council facilities, deliver significant services or oversee developments.

Their objectives are outlined in statements of corporate intent and their performance is monitored quarterly by our Council Controlled Organisation Performance Subcommittee. Performance results for each organisation are outlined on page XXX to XXX. More detailed results for each organisation are contained in their own annual reports.

Panel

## MEETING ATTENDANCE

There were 93 formal Council, committee and subcommittee meetings in the 2006/07 financial year. The table below shows councillors' attendance at these meetings and at the Strategy and Policy Committee pre-meeting session (which is 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 the request of the council.

All councillors are members of the Strategy and Policy Committee and up to three other decision-making bodies. The number of times a committee or subcommittee meets during a year varies and for elected members this means a small variance in the total number of meetings they can attend as a member.

Committee 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 on a monthly basis. 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.

Councillor	Number of meetings held of which the councillor is a member	Attendance at meeting (%)	Number of Strategy and Policy Committee pre-meeting sessions	Number attended
Ahipene-Mercer	66	91%	22	20
Armstrong	71	76%	22	17
Cook	73	85%	22	19
Foster	71	94%	22	14
Gill	70	91%	22	21
Goulden	67	96%	22	18
McKinnon	65	100%	22	21
Morrison	73	85%	22	20
Pepperell	69	99%	22	21
Ritchie *	62	69%	22	10
Ruben	65	92%	22	21
Shaw	70	80%	22	19
Wade-Brown	71	90%	22	20
Wain	62	81%	22	13

Notes:

Mayor Kerry Prendergast is an ex-officio member of all committees and subcommittees (that is, eleven bodies) plus the Wellington Regional Strategy Forum. Although the conduct of her other mayoral duties does restrict her ability to attend meetings of all these bodies, she attended 54 of the 93 meetings of which she is an ex-officio member and 14 out of the 22 Strategy and Policy pre-meeting sessions held during the year.

Councillors Alick Shaw, Andy Foster, Celia Wade-Brown and Robert Armstrong are also members of the Funding and Activity Review Working Party, which met six times.

\*For health reasons, Councillor Helene Ritchie applied for two months' leave of absence from the two ordinary Council meetings scheduled for 21 February and 16 March 2007 (and any meetings in between), but on advice put in apologies instead. The Council accepted her apologies for this period.

## MAYOR AND COUNCILLORS

Name		Ward
[Insert picture]	Kerry Prendergast (Mayor)	City-wide
[Insert picture]	Ray Ahipene- Mercer	Eastern
[Insert picture]	Robert Armstrong	Northern
[Insert picture]	Stephanie Cook	Lambton
[Insert picture]	Andy Foster	Onslow-Western
[Insert picture]	Leonie Gill	Eastern
[Insert picture]	Rob Goulden	Eastern
[Insert picture]	Ian McKinnon	Lambton
[Insert picture]	John Morrison	Onslow-Western
[Insert picture]	Bryan Pepperell	Southern
[Insert picture]	Helene Ritchie	Northern
[Insert picture]	Jack Ruben	Onslow-Western
[Insert picture]	Alick Shaw (Deputy Mayor)	Lambton
[Insert picture]	Celia Wade- Brown	Southern
[Insert picture]	Hayley Wain	Northern

## COMMUNITY BOARD MEMBERS

Tawa Community Board members	Makara/Ohariu Community Board members
Ngairé Best (Chair)	Ruth Paul (Chair)
Penny Devine*	Gavin Bruce
Tony Parker	John Hume
Malcolm Sparrow**	Justin Robbers
Graeme Sutton	Craig Shepherd
Robert Tredger	Ted Smith
Vicki Beachen***	

\* Resigned 17 January 2007

\*\* Resigned 10 May 2007

\*\*\* Appointed 8 March 2007

## APPOINTED MEMBERS OF COUNCIL SUBCOMMITTEES

Appointed members	Decision-making body
John Milne	Audit and Risk Management Subcommittee
David Pilkington	Audit and Risk Management Subcommittee
James Ogden (Chair)	CCO Performance Subcommittee
Wayne Mills*	CCO Performance Subcommittee
David Gordon (Chair)	Waterfront Development Subcommittee
Graeme McIndoe	Waterfront Development Subcommittee
Mark Te One	Waterfront Development Subcommittee
Judie O'Connell	Waterfront Development Subcommittee
Gordon Holden	Waterfront Development Subcommittee
Ken Davis	Waterfront Development Subcommittee

\* Resigned 27 February 2007

# Management and Staff

## OUR MANAGEMENT STRUCTURE

### **The mayor and councillors employ and delegate the management and delivery of Council services to the chief executive**

The chief executive has the delegated authority to manage Wellington City Council under approved annual and long term plans, legislation, policies and guidelines.

The chief executive is responsible for the efficient and effective implementation of the Council's decisions within agreed parameters. The chief executive employs the Council's 1535 staff to help with these responsibilities.

### **The chief executive is also responsible for providing advice to the elected council before decisions are made**

The chief executive is responsible for providing the mayor and councillors with independent and impartial advice. All advice is tested amongst council staff and reviewed by management board (see below) to ensure all realistic options have been considered and any risks have been identified and assessed before the advice is presented to the mayor and councillors for further consideration and decision.

The chief executive is also responsible for ensuring the Council has effective systems to monitor financial and service level performance and recommend changes where appropriate.

### **The chief executive's performance is monitored by the Council's Performance Review Committee.**

The committee is chaired by the mayor and includes four councillors. The Committee meets regularly to review the chief executive's performance. Garry Poole has been the Wellington City Council's chief executive for nine years. See the notes to the financial statements on page [xxx](#) for details of the chief executive's remuneration package.

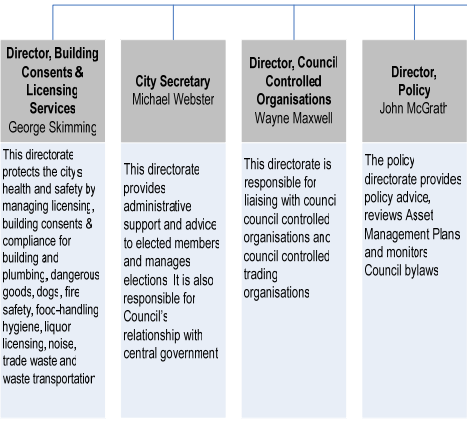
### **A management board supports the chief executive in leading our staff.**

During the year the management board is made up of the chief executive and 14 senior managers. The board's structure reflects the full breadth of council activities. This ensures that all points of view are considered before advice is given and operational decisions made.

The following table shows the management board structure as at 30 June 2007.

**Elected Representatives**  
Mayor and Councillors

**Chief Executive Officer**  
Garry Poole



## **OUR ROLE**

### **The skills required to manage the city are enormously varied.**

The Council is one of the city's largest employers: from policy advisers and planners to park rangers and engineers, map makers and dog handlers, life guards, zookeepers and accountants – the skills required to deliver on our role are many and diverse.

The interests of our staff don't end with their professional role at Council – we're also parents and sportspeople and budding artists. We're all part of the wider community, which keeps us motivated – it makes us work together to improve the quality of life for all Wellingtonians.

### **Our services depend on a wide range of people working together.**

Take the many events that the city offers. Each involves extensive planning and preparation. In addition to bringing the performers and volunteers together, there's a venue, funding and sponsorship to secure. There's advertising, catering contracts, sound and lighting equipment to arrange and many other things that go on behind the scenes. On occasions there are road closures and parking to manage, even building consents to be issued for temporary structures. And there's always the clean-up. All this can't be done by one person – it's often our staff from across the organisation that provide or facilitate these services.

### **This requires a common understanding of what the organisation aims to achieve.**

We aim to build a strong culture in the organisation. Our foundation values of integrity and respect provide the platform on which we conduct our business. They are integral to the way that we interact both internally and in our dealings with the community. We want staff to be respected in the community and proud to work at the Council.

We also encourage our staff to demonstrate the personal values of commitment, competence, and confidence. Our organisational values of working together, delivering, taking pride, being enterprising, and taking responsibility are about us playing our part to deliver the elected Council's vision for the city.

### **We encourage our staff to use discretion and to be innovative.**

Implementing policies or projects will often throw up challenges that require our staff to adapt – to find ways to address the challenges within the parameters that have been set by the elected council. The greening of the quays project is one example of where officers achieved this during the year.

The concept of creating a boulevard of pohutukawa along Aotea Quay was agreed by the Council. Their objective was to soften the six lanes of concrete, providing a stronger sense of connection between the CBD and waterfront. The challenge for our staff was to provide a suitable environment for tree growth while maintaining the structural integrity of the road. Pohutukawa roots are sturdy and as they grow are known to crack road surfaces.

The solution was to strengthen the trench in the narrow median strip with concrete structural beams and line this with a polyurethane membrane. A special soil mix was then created to provide sufficient volume and nutrients to ensure the growth of the trees. These innovations by our staff meant the project was completed on time within budget with minimal disruption to traffic flow.

**We're public servants – we work for the community – as such it's critical that we maintain our integrity and impartiality.**

Our staff commit to a Code of Conduct which describes the standard of behaviour expected of them. It highlights best practices in relation to communications with elected members, participation in public bodies, and handling electronic media and information.

Our staff must also observe the principle of political neutrality and avoid conflicts of interest in all official dealings. The code outlines steps for addressing any potential conflicts before they arise.

**VALUING OUR STAFF**

**To achieve the best results we can for Wellington, we need the best people involved.**

We aim for a stable, highly qualified workforce. The Council is a large employer, with 1074 full-time staff and 461 part-time staff. The workforce is multicultural and evenly split between genders. The average age is 39, and the average length of service is 6.8 years.

Our permanent turnover continues to be high at 21.2%. This reflects increased demand for skilled staff in an era of low unemployment.

	2002/03	2003/04	2004/05	2005/06	2006/07
New staff	199	192	204	340	342
Resignations	184	201	273	297	326
Total staff numbers	1435	1426	1443	1487	1535
Total staff turnover	15%	14%	18%	21%	21%

**Investing in our staff is critical to our success.**

To help staff reach their potential we encourage ongoing learning and development. We do this by ensuring training is available for individuals and business units. Learning and development is linked to our goals and priorities and development opportunities are regularly reviewed and improved to meet individual, team and the organisation's needs.

Leadership development is also a key focus. Our practice is not wait for leaders to appear, but identify leadership potential and develop these individuals.

We are also an accredited member of the Investors in People (IIP) standard – an international standard for people management and development.

### **To help staff reach their potential we also encourage balanced, healthy lifestyles.**

We support staff leisure and recreational activities such as dragon boating, netball, soccer and basketball. These activities help to promote health and wellbeing, keep morale high, and foster good relationships and communication between Council business units.

We also support staff social groups and activities. These have high levels of participation from across the organisation – more than 500 staff take part in Council social activities every year. These range from informal social get-togethers to more formal meetings and discussion. Groups include the Maori staff network (whanau group), a dance club, the staff club and a gay and lesbian network.

### **We also provide staff training in Maori language and tikanga (traditions).**

Training is also provided in cultural awareness to enhance our capacity to deliver effective services for Maori and make informed decisions on issues which affect Maori. This includes a customised course for the migrant and refugee work experience group.

### **We provide equal employment opportunities to ensure that everyone has the same chance to share in the success of the organisation.**

Equal employment opportunities ensure that everyone has the same chance to share in the success of the organisation. It ensures that the workforce is diverse, flexible, skilled, in touch with the needs of Wellington's people, and able to provide quality service. In 2006/07 we maintained our membership of the EEO Trust and the Employers Group and participated in the annual benchmarking diversity survey.

### **As part of our commitment, we provided work experience for 19 refugees and migrants who had been unable to find work.**

Participants in the work experience programme were matched to placements at a variety of sites throughout the Council. Over the year we had 19 participants (two carried over to 2007) with 13 moving into full-time positions, one gaining a scholarship, one returning home and another moving overseas. This was a fantastic result and we are setting up another programme for the coming year.

The success of the programme, run in partnership with the Ministry of Social Development and Work and Income, has drawn attention throughout New Zealand. We have been presented with an award from the Race Relations Commissioner in recognition of this work and other councils have shown an interest in running similar programmes.

## **HEALTH AND SAFETY**

### **We promote a work culture that is safety-conscious and complies with the Health and Safety in Employment Act.**

During 2006/07, over 400 staff attended one of our health and safety related courses. These included: drug and alcohol awareness for employees; contractor health and safety management; dealing with difficult situations course; management of stress in the workplace course; and workplace first aid courses.

We have an occupational health team that offer workplace assessments for new employees working on personal computers, and annual health checks for employees at risk of hearing loss and for employees suffering discomfort. More than 400 employees were provided with health and heart checks during the year.

### **We're one of six local authorities in the Accident Compensation Corporation (ACC) Partnership Programme.**

This programme allows eligible employers to take full responsibility for the rehabilitation of any employee who suffers a workplace injury. Employers in the programme are effectively agreeing to act on behalf of ACC in their own workplace. In each of the six years we have been in the programme we have been able to provide injured employees with a comprehensive rehabilitation programme that exceeds normal ACC entitlements, while still making considerable savings compared to the costs we would bear if we were not in the programme. Our health and safety management systems are audited every year by ACC and in 2007 we achieved Tertiary Status - the highest level.

*Side Panel.*

## **DELEGATIONS AND CONTROLS**

### **Authority to act and commit funding is delegated to the most appropriate level in the organisation.**

Each person making a decision or committing funds is accountable for his or her actions.

Our policies governing delegated decision-making are described in a Delegations Manual/Standard.

A Delegations Schedule describes the limits of delegated authority in detail for each of the eight levels of authority in the organisation.

And the Delegations Register – which is required under legislation – lists Council officers and their individual levels of delegated authority. It consists of a file of signed delegation of authority letters and any other signed authorisation to individual officers.

To ensure the details are kept current, the register is reviewed and updated regularly as people join and leave the organisation. Delegations are automatically revoked when people leave or change their position.

### **A financial management information system is used to monitor spending decisions.**

Under this system, all transactions can be accounted for and allocated to a cost centre. The system automatically refers transactions, i.e. purchase orders, to someone with the appropriate cost centre/delegation level for approval and authorisation.

### **Council activities are subject to both internal and external audit.**

Our risk assurance team works to ensure that risk management and internal control systems are soundly based and operate effectively. The director of this team reports directly to the chief executive.

The Council's Audit and Risk Management Subcommittee is responsible for reviewing the adequacy of our financial management and reporting, internal control systems, risk management processes and compliance with legislative requirements. The subcommittee is made up of four elected members and two external members. It meets quarterly and receives reports from the risk assurance team and the Council's external auditors. It questions officers about any issues that have been raised in those reports and the measures taken to address them.

Panel

### **HANDLING COMPLAINTS**

#### **We are committed to listening to residents' concerns.**

Complaints are received by staff in our telephone call centre, investigated and then resolved. The majority of enquiries are dealt with this way.

#### **If someone is dissatisfied with our response to a complaint, it can be considered by our 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 investigating staff in the Issues Resolutions Office are employees of the Council, their role is independent of any department. This makes the complaint process as objective as it can possibly be.

#### **During 2006/07, the office received 116 complaints from the public.**

These complaints covered issues such as building and resource consents, parking tickets, rubbish and recycling collections, dog control, rates billing, and maintenance of footpaths, streetlights, road signs, drains and other infrastructure.

#### **Of the 116, a total of 30 were found to be justified.**

Of these, 15 complaints were justified as a result of poor customer service, and another 15 complaints were justified on the basis that the Council's decision was unfair, inequitable or incorrect because it did not follow stated Council policy. Three are still being investigated and the remaining 83 complaints were not considered to be justified.

**The office also dealt with complaints to the Privacy Commissioner and the Ombudsman.**

The Council received more than 280 formal requests for information under the Local Government Official Information and Meetings Act and the Privacy Act. One case was referred to the Ombudsman's office about the Council's handling of official information and resulted in the Council having to supply further information. One case was referred to the Privacy Commissioner. In that case, the Council had to correct the personal information it held.

# Our Environmental Impact

**As one of the city's largest organisations, we're conscious of our responsibility to use resources wisely.**

We aim to promote responsible, sustainable use of resources within the organisation. Our aim is to reduce consumption of resources, minimise waste, and reduce any negative effects of our actions on the environment. This is in addition to the many environmental programmes that we provide for the community that are outlined in the Environment chapter.

**We have committed to reducing our greenhouse gas emissions.**

As a member of the International Communities for Climate Protection programme, we have committed to:

- stabilise greenhouse gas emissions at 2003 levels by 2010, and
- reduce emissions to 20 percent below 2003 levels by 2020.

Electricity use accounts for 52% of our greenhouse gas emissions. Natural gas accounts for 25% and diesel 18%. By sector, 30% of our emissions come from buildings (mostly from electricity use). Pools account for 26%, vehicles 23%, streetlights 14% and infrastructure 4%.

In October 2006, we employed an energy manager to work on identifying ways to reduce our energy use and greenhouse gas emissions. In March 2007, we adopted a local action plan for energy management.

The appointment of an energy manager has enabled us to more accurately gauge the electricity used in council buildings and facilities. We have adjusted the figures for previous years (in the tables below) to reflect this increased accuracy.

**Our overall consumption of energy per staff member reduced during the year.**

During the year, we continued our roll out of measures to save electricity, such as automated lighting systems for office and stairwell lighting, and more efficient operation of heating and air-conditioning systems. We also trialled solar water heating technology at our pools. Additional energy-saving measures will be developed in coming years.

Our consumption of petrol has increased over previous years. This is despite attempts to encourage more efficient use of petrol such as the purchase of hybrid vehicles for the Council car fleet.

While the total use of gas increased slightly during 2006/07 the amount used per staff member declined.

<b>ENERGY-USE</b>						
	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2004/05 Energy-use per staff member</b>	<b>2005/06 Energy-use per staff member</b>	<b>2006/07 Energy-use per staff member</b>
Electricity (kWh)	27,893,732	28,456,848	28,674,738	19,330	19,137	18,681
Gas (kWh)	18,323,461	16,046,400*	16,465,449	12,698	10,791	10,727
Petrol (Litres)	211,004	196,952	213,910	146	135	139
Diesel (Litres)	909,733	908,901	841,163	632	613	548
*The decline in gas used during 2005/06 was primary linked to the planned closure of one of our swimming pools for maintenance.						

**Our overall greenhouse gas emissions declined slightly on previous years.**

Emissions from electricity use increased, but this was offset by reduced diesel emissions.

<b>EMISSIONS</b>						
	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2004/05 T-CO2 emissions per staff member</b>	<b>2005/06 T-CO2 emissions per staff member</b>	<b>2006/07 T-CO2 emissions per staff member</b>
Electricity (T-CO2)	4,714	6,317	6,366	3.27	4.25	4.15
Gas (T-CO2)	3,450	3,021	3,100	2.39	2.03	2.02
Petrol (T-CO2)	481	458	505	0.33	0.31	0.33
Diesel (T-CO2)	2,418	2,420	2,204	1.68	1.63	1.44
Total (T-CO2)	11,063	12,216	12,175	7.67	8.22	7.93
<ul style="list-style-type: none"> <li>Note: T-CO2 = tonnes of CO2 equivalent</li> </ul>						

We have started to monitor energy used in relation to flights taken by council staff and will report on this when trend information is available.

**Monitoring our levels of water consumption will allow us to make a real commitment to reducing our impact on city resources.**

We not only consume water in our main corporate offices, but also through our services in areas such as sports grounds, cemeteries, parks and gardens (including the Botanical Gardens) and public toilets. Our management of water use must therefore be broad enough to ensure that the many needs of the community are met.

While water consumption continues to increase the amount of water used per staff member is lower than 2004/05 levels.

<b>WATER CONSUMPTION</b>						
	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2004/05 Consumption per staff member</b>	<b>2005/06 Consumption per staff member</b>	<b>2006/07 Consumption per staff member</b>
Water-use (cubic metres)	483,716	520,184	542,209	361.4	335.2	349.8

### **We reduced the amount of paper we used...**

We achieved this through changes to our printing and photocopying services. Over the coming year we'll be working on further improvements.

	<b>2005/06</b>	<b>2006/07</b>	<b>2005/06 A4 paper use per staff member</b>	<b>2006/07 A4 paper use per staff member</b>
A4 Paper (Reams)	19,682	19,485	13.2	12.7

### **...and that contributed to a reduction in the amount of recycling that we created.**

Throughout our buildings we have recycling bins for paper, cardboard, plastic, cans and bottles.

We experienced significant decline in recycling levels during the year. The amounts of bottles and cans recycled decreased by 30.8 tonnes, and paper and cardboard by 82.3 tonnes. Overall, the total amount of recycling has decreased by 20.7 percent.

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2004 Recycling per staff member</b>	<b>2005 Recycling per staff member</b>	<b>2006 Recycling per staff member</b>
Bottles and cans (Tonnes)	164.1	221.5	190.7	0.11	0.15	0.12

Paper and cardboard (Tonnes)	180.9	262.2	179.9	0.13	0.18	0.12
Cardboard Cages (Tonnes)	60.8	62.0	62.2	0.04	0.04	0.04
Total recycling (Tonnes)	405.7	545.8	432.9	0.28	0.37	0.28

**Now that we more accurately understand our energy position, the ongoing focus is to identify opportunities for improvement.**

In the coming year we will be looking into the use of alternative energy sources for our facilities, and exploring more energy savings and efficiencies. We'll be undertaken detailed energy audits and encouraging our staff to play their part. We'll also promote the fact that energy savings are not only good for the environment but a sensible way of saving costs that would otherwise be passed on to our community.