

# 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.

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.

*'Promoting community wellbeing' means many things.*

It means, for example, providing water supply and drainage, ensuring you can easily travel across the city, and promoting economic development so Wellingtonians have access to fulfilling jobs.

It also means providing venues for sports and recreation, providing housing for people whose housing needs aren't met by the private sector, overseeing building and development, and much more.

*We play different roles depending on what's appropriate in the circumstances.*

While we provide many services for the city, we also work with others to achieve common aspirations.

Sometimes our role is to advocate on behalf of the city, or provide the coordination or facilitation needed to get something done. In other cases, we provide funding so other organisations that are better placed to deliver a service can do so.

Under various laws, we're also responsible for controlling and regulating activities such as building, land use, noise, food preparation and liquor sales. These roles protect public health and safety, and promote sustainable use of resources.

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

In a community of over 180,000 people, decisions can't be made by consensus. The Council is elected to represent Wellingtonians – to make decisions and act on your behalf.

Councillors set the city's overall direction, determine priorities, decide on policies, and make decisions about spending, rates and the types and levels of service the Council should provide.

They also monitor the performance of Council projects and programmes, make bylaws, and act as advocates for the city.

The Council is a  
representative democracy. It  
is elected to make decisions  
on behalf of the people of  
Wellington, in line with  
community aspirations.

## **SETTING PRIORITIES**

*In making decisions, we often have to weigh up competing views and interests.*

There's rarely community-wide agreement on any issue. In setting out to enable democratic decision-making and promote community wellbeing, the Council often has to balance the views and needs of one part of the community against another.

For example, when we consider applications for building and resource consents, we're balancing the applicant's wishes against the needs of the wider community.

We also have to weigh up how best to use limited resources. This means we'll only spend ratepayers' money if we think the benefits to the city will clearly outweigh the costs.

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

Decisions made today can have implications further down the track. Often, the Council 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 decisions to support several important city ventures (the Karori Wildlife Sanctuary is a good example). These decisions impose costs on ratepayers now, but will provide benefits long into the future.

To give another example, we 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.

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

Whatever we do, some people will like it better than others – that's the nature of our role.

We also recognise that we're carrying out our work in a changing social environment. Throughout the world, there is evidence of declining trust and engagement with public organisations.

There are several possible reasons for this declining trust, including heightened media scrutiny and higher expectations of public services. Lower engagement may be caused by people having busier lives, and by global media and entertainment dampening interest in local issues.

*...but we can make sure our decision-making processes are worthy of public confidence.*

Before we make any decision, we examine it from every angle. Uppermost in our minds is the wellbeing of Wellington's people, and their collective needs and aspirations. We also have to consider legal requirements and contractual obligations.

In addition, before we commit to spending ratepayers' money, we'll consider how the proposal fits in with our strategic direction and policies, and with our current work programme.

And we'll think about whether it's a prudent use of ratepayer funding. How much will it cost? How it can 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? Are there any risks involved?

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

Determining the public interest, reconciling competing demands, and deciding on areas of priority is the essence of governance.

## LISTENING TO COMMUNITY VIEWS

*To help us make sound decisions, we seek input and advice from throughout the community.*

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 out input from anyone interested or affected – whether that’s an individual, a group, a neighbourhood or the entire city.

Opportunities for input range from making a submission or attending a meeting to phoning our Call Centre to having an informal chat with a councillor or staff member. We also seek public input through resident 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. There are different stages at which different groups of stakeholders are involved, and this will depend on the level they are affected or interested by any potential decision.

For example, for our upgrades of suburban centres, we’ll consult city-wide as part of our annual plan about the budgets and 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; participate in the Council's decision-making processes; and to help the Council understand the needs of their particular communities and how they may be resolved.

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 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 community's needs. The boards' advise the Council and have some 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 section 9.1 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 2006-16 long-term plan, we made changes to our proposals. For example, we chose to proceed with building a 12 court indoor community sports centre rather than the proposed 8 court facility, and we decided not to reduce the length of the seasons at our summer pools as we had earlier proposed.

Everyone who submitted on the plan received an individual letter, outlining the decisions made in relation to the issues they'd raised.

We know we can't get  
consensus on every issue.  
Public input helps us to  
understand the issues facing  
the city, so we can make the  
best possible decisions.

## CHECKS AND BALANCES

*The Council's 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 five 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, Council Controlled Organisation Performance, Development Contributions, 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, and all have to be considered 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 public participation – a chance for people to have their say on matters before the meeting.

*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 received remuneration reflecting their responsibilities.

## **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 censures by the Council during 2005/06.

*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 have to declare 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.

**Councillors may not use their  
official position for personal  
gain.**

## **ACCOUNTABILITY**

*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 before meetings in any of our twelve 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 (i.e. commercial sensitivity) we seek to make use of these provisions as infrequently as possible.

Minutes of meetings are publicly available within 6 days.

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 2005/06, 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.

We are also held to account in other ways – for example, through complaints to our Issues Resolution Office (see below) and by simply making ourselves available to answer questions from residents.

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

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

## Breakout panel 1

**ELECTING THE COUNCIL**

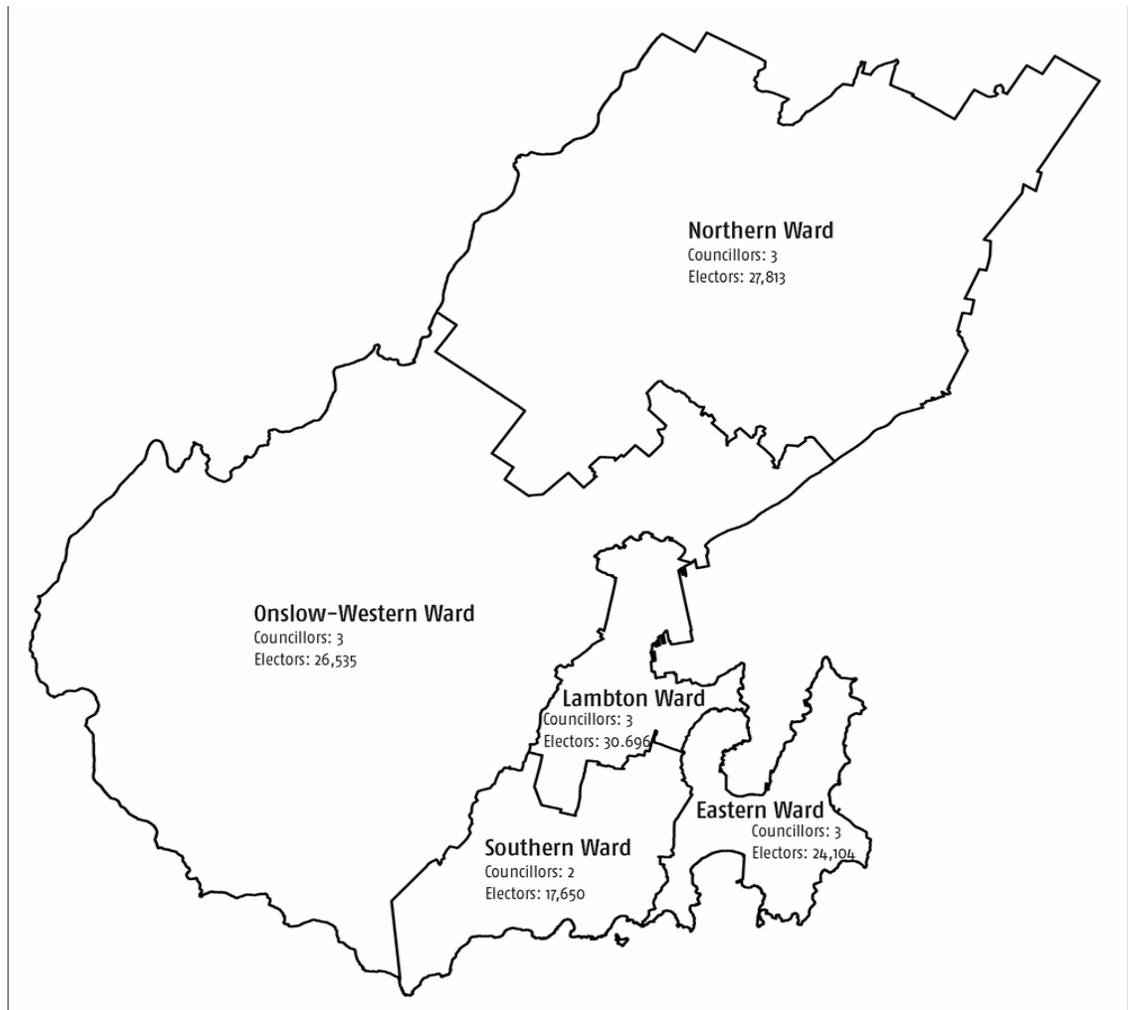
Council elections are held every three years. Wellington city residents and non-resident ratepayers aged 18 and over are entitled to vote. Elections are run in line with legislation by an independent, statutorily-appointed Electoral Officer.

The current Council was elected on 9 October 2004 under the single transferable vote system (STV). The Council is made of 15 elected members – the mayor and 14 councillors.

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

The next election is scheduled for 13 October 2007.

The number of electors and councillors for each ward for the 2004 election is noted in the map below.



Breakout panel 2

### **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 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 current determination came into effect on 1 July 2005 and will remain in force until a new determination is issued. For details of elected members' remuneration, see the notes to the financial statements on page **XX**.

Breakout panel 3

### **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, Basis Reserve Trust, Wellington Cable Car Ltd, Positively Wellington Business, Capacity, 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 the Council's 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.

Breakout panel 4

### **Meeting Attendance**

There were 81 formal Council, committee and subcommittee meetings in the 2005/06 financial year. The table below highlights for each elected councillor the total number of meetings held for which they are a member, and their actual attendance (as a percentage of time) at those meetings. (It also includes attendance figures for the Strategy and Policy Committee Pre-Meeting Session – a briefing held before this meeting on the reports on the agenda). Elected members 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 an elected member 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. In 2005/06 Council also established the Funding and Activity Review Working Party (with Councillors Shaw, Foster, Wade-Brown and Armstrong), which met eight times. 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.

<b>Elected Member</b>	<b>Number of Meetings held of which the Elected Member is a Member</b>	<b>Actual Attendance at Meetings (%)</b>	<b>Number of Strategy and Policy Committee Pre-Meeting Sessions</b>	<b>Number Attended</b>
Ahipene-Mercer	56	80%	24	21
Armstrong	58	94%	24	20
Cook	59	83%	24	19
Foster	61	82%	24	20
Gill	58	87%	24	22
Goulden	56	62%	24	5
McKinnon	57	88%	24	20
Morrison	56	89%	24	23
Pepperell	56	76%	24	18
Ritchie <sup>1</sup>	55	24%	24	6
Ruben	56	94%	24	21
Shaw	61	80%	24	17
Wade-Brown	58	92%	24	23
Wain	55	91%	24	22

<sup>1</sup> Councillor Ritchie was granted leave of absence from the Council for the period 22 February – 22 June 2006.

**Note**

Mayor Prendergast is an ex-officio member of all committees and sub-committees (that is, ten 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 81 meetings of which she is an ex-officio member and 19 out of 24 of the Strategy and Policy Pre-meeting sessions held during the year.

**MAYOR AND COUNCILLORS**

	Name	Ward	Business Phone/Email Address
[Insert picture]	Kerry Prendergast (Mayor)	City-wide	Phone 801 3102 <a href="mailto:kerry.prendergast@wcc.govt.nz">kerry.prendergast@wcc.govt.nz</a>
[Insert picture]	Ray Ahipene-Mercer	Eastern	<a href="mailto:ray.ahipene-mercerc@wcc.govt.nz">ray.ahipene-mercerc@wcc.govt.nz</a> Phone 388 2366
[Insert picture]	Robert Armstrong	Northern	Phone 232 5762 <a href="mailto:robert.armstrong@wcc.govt.nz">robert.armstrong@wcc.govt.nz</a>
[Insert picture]	Stephanie Cook	Lambton	Phone 970 5351 <a href="mailto:stephanie.cook@wcc.govt.nz">stephanie.cook@wcc.govt.nz</a>
[Insert picture]	Andy Foster	Onslow-Western	Phone 476 9220 <a href="mailto:andy.foster@wcc.govt.nz">andy.foster@wcc.govt.nz</a>
[Insert picture]	Leonie Gill	Eastern	Phone 387 9363 <a href="mailto:leonie.gill@wcc.govt.nz">leonie.gill@wcc.govt.nz</a>
[Insert picture]	Rob Goulden	Eastern	Phone 388 6177 <a href="mailto:rob.goulden@wcc.govt.nz">rob.goulden@wcc.govt.nz</a>
[Insert picture]	Ian McKinnon	Lambton	Phone 385 6832 <a href="mailto:ian.mckinnon@wcc.govt.nz">ian.mckinnon@wcc.govt.nz</a>
[Insert picture]	John Morrison	Onslow-Western	Phone 938 9350 <a href="mailto:john.morrison@wcc.govt.nz">john.morrison@wcc.govt.nz</a>
[Insert picture]	Bryan Pepperell	Southern	Phone 934 3660 <a href="mailto:bryan.pepperell@wcc.govt.nz">bryan.pepperell@wcc.govt.nz</a>
[Insert picture]	Helene Ritchie	Northern	Phone 473 1335 <a href="mailto:helene.ritchie@wcc.govt.nz">helene.ritchie@wcc.govt.nz</a>
[Insert picture]	Jack Ruben	Onslow-Western	Phone 476 5144 <a href="mailto:jack.ruben@wcc.govt.nz">jack.ruben@wcc.govt.nz</a>
[Insert picture]	Alick Shaw (Deputy Mayor)	Lambton	Phone 934 8833 <a href="mailto:alick.shaw@wcc.govt.nz">alick.shaw@wcc.govt.nz</a>
[Insert picture]	Celia Wade-Brown	Southern	Phone 938 6691 <a href="mailto:celia.wade-brown@wcc.govt.nz">celia.wade-brown@wcc.govt.nz</a>
[Insert picture]	Hayley Wain	Northern	Phone 477 1222 <a href="mailto:hayley.wain@wcc.govt.nz">hayley.wain@wcc.govt.nz</a>

**COMMUNITY BOARD MEMBERS**

Tawa Community Board members		
Ngairé Best (Chair)	Tawa	Phone 232 9000
Penny Devine	Tawa	Mobile 021 148 1911
Tony Parker	Tawa	Phone 04 298 9754
Malcolm Sparrow	Tawa	Phone 232 5030
Graeme Sutton	Tawa	Phone 232 7432
Robert Tredger	Tawa	Phone 232 5982
Makara/Ohariu Community Board members		
Ruth Paul (Chair)	Makara/Ohariu	Phone 476 7457
Bruce Gavin	Makara/Ohariu	Phone 478 3231
John Hume	Makara/Ohariu	Phone 478 7599
Craig Shepherd	Makara/Ohariu	Phone 477 3826
Justin Roberts	Makara/Ohariu	Phone 476 3690
Ted Smith	Makara/Ohariu	Phone 476 9297

**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

# Management and Staff

## MANAGEMENT STRUCTURE

*The elected Council is supported by a professional organisation – headed by the Chief Executive.*

The Chief Executive – the elected Council's only direct employee – is responsible for:

- providing the elected Council with independent, impartial advice
- implementing the Council's decisions
- efficiently and effectively delivering Council services and activities
- ensuring the Council has effective systems to monitor financial and service performance.

The Chief Executive employs the Council's 1,450+ staff to help with these responsibilities.

*The Chief Executive's performance is monitored by the Council's Performance Review Committee.*

The committee is chaired by the Mayor and made up of four councillors. The Committee meets regularly to review the Chief Executive's performance.

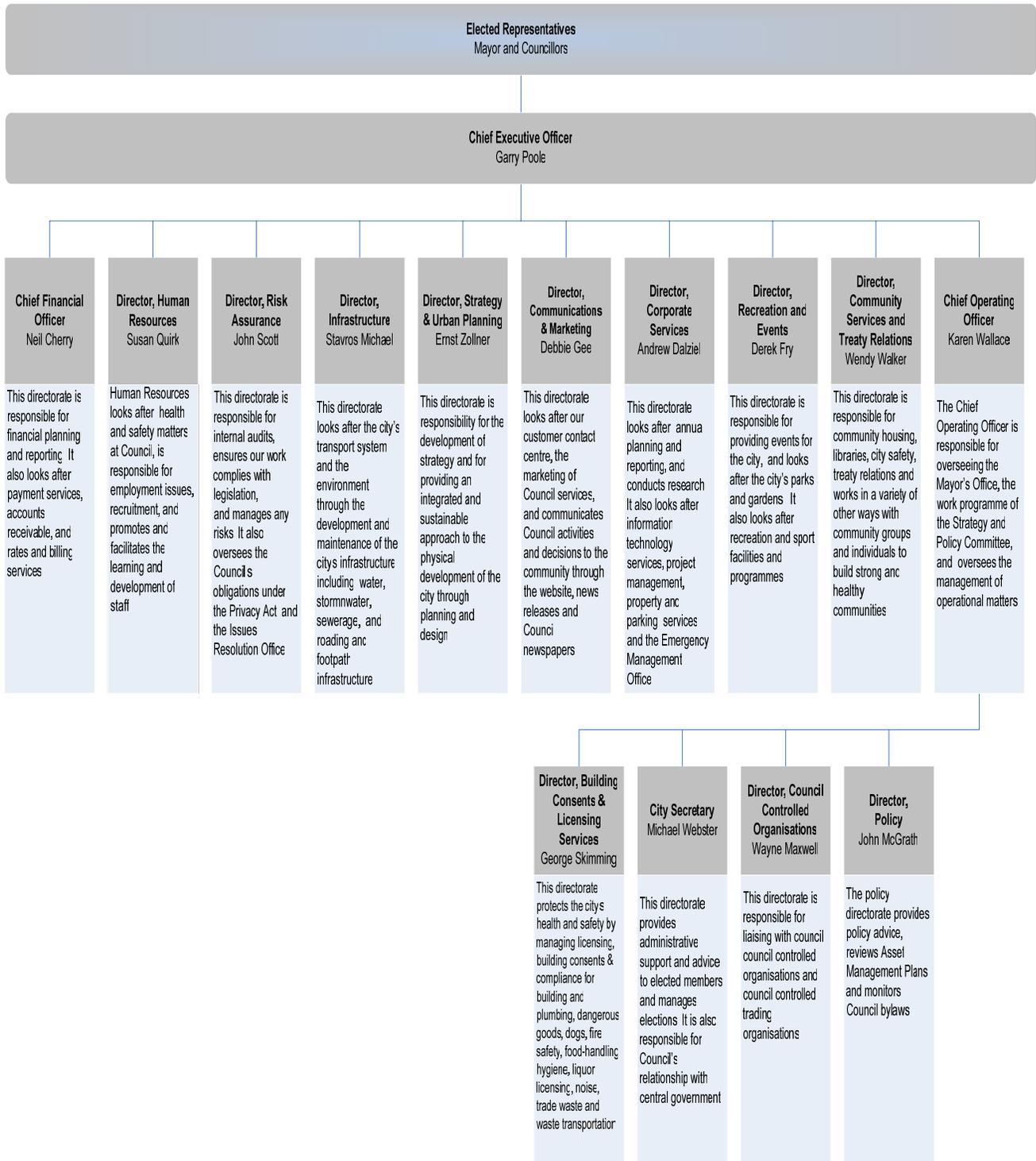
Garry Poole has been the Wellington City Council's Chief Executive for eight years. See the notes to the financial statements on page [XXX](#) for details of the Chief Executive's remuneration package.

*The Chief Executive is supported by a Management Board.*

The Management Board is made up of the Chief Executive and 14 senior managers.

The Management 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 2006.



## OUR STAFF

*Our staff play a significant role in shaping the city both now and for the future.*

That's why we want to attract and retain the best people to the organisation. And it's why we aim to provide a work environment that is supportive, stimulating and promotes awareness of the organisation and the contribution it makes to the city.

*Our staff are an important source of ideas and they help us connect with the city's residents and communities.*

The skills required to manage a city are enormously varied: from policy advisers to architects to park rangers and engineers, map makers and dog handlers - the Council is diverse.

But we're aware that the skills and interests of our staff don't end there – they're also parents and sports people and cinema junkies. They are all part of the community and we value their contribution to continually improve the city.

## CORE VALUES

*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.



The code is underpinned by foundation values of integrity and respect. Both internally and in our dealings with the community, we act with these values in mind. We wish to be respected in the community and to show pride in our work.

We also encourage our staff to demonstrate the personal values of commitment, competence, and confidence. Our organisational values are about playing our part to delivery the elected Council's vision for the city.

*Staff impartiality and integrity are central to the maintenance of public confidence in the Council.*

Our staff must therefore 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.

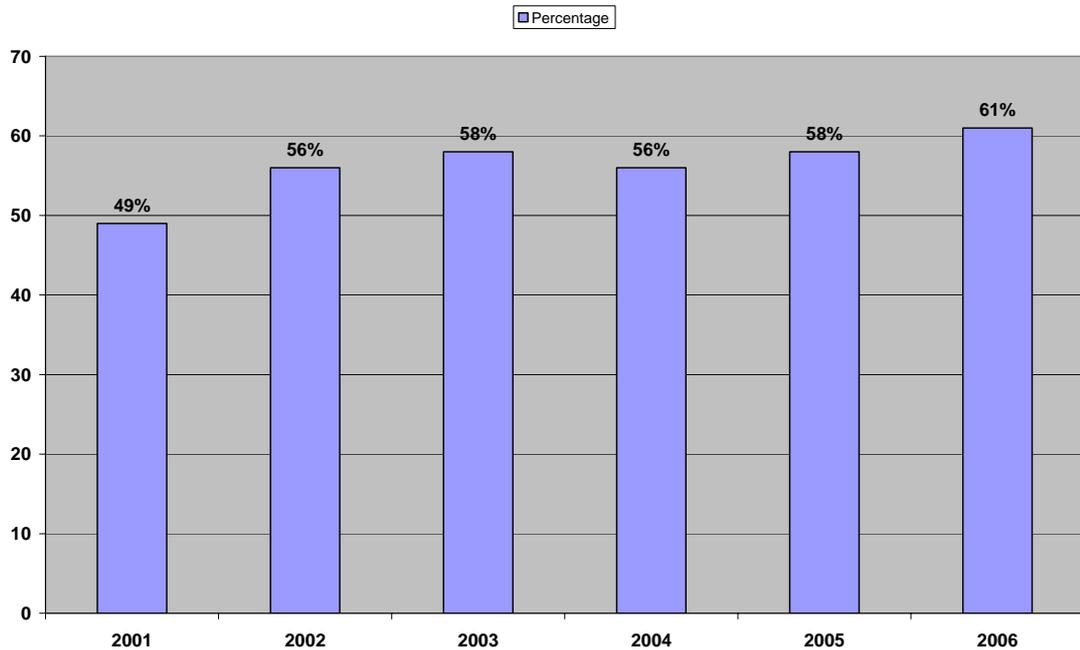
The Council is a large employer, with 1,487 full-time staff and 472 part-time staff. Just over half of the workforce is male. The average age is 38, and the average length of service is 5.7 years.

Staff turnover is higher than last year's at 21%. This reflects increased demand for skilled staff in an era of low unemployment.

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

*We also aim for high levels of staff satisfaction*

Participation in our annual staff survey remains high with 72 percent of staff taking part. The percentage of staff who feel positive about their job increased to 61 percent.



Source: Wellington City Council Staff Survey 2006

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

We support leisure and recreational activities such as a staff club, and sports teams.

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.*

Activities and gatherings range from informal social get-togethers to more formal meetings and discussion. Groups include the Maori staff network (whanau group), the staff club and a gay and lesbian network.

*We 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 included a customised course for the migrant and refugee work experience group.

## EQUAL EMPLOYMENT OPPORTUNITIES

*Equal employment opportunities ensure that everyone has the same chance to share in the success of the organisation.*

EEO is good business practice. 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 2005/06 we:

- maintained our membership of the EEO Trust and the Employers Group
- participated in the annual benchmarking diversity survey
- reviewed and revised our workplace harassment policy

*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. Five of the 19 were offered permanent positions.

The success of the programme, run in partnership with the Ministry of Social Development, has drawn attention throughout New Zealand. In June, we were presented with an award from the Race Relations Commissioner in recognition of this work.

## HEALTH AND SAFETY

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

Our Health and Safety Management System guides our approach to health and safety.

*We provide regular health and safety training.*

During 2005/06, 55 employees completed the stage one health and safety representatives course approved under the Health and Safety in Employment Act. A further 23 employees completed the stage two course.

Other courses included: Dealing with Difficult Situations (43 employees); stress management (92); first aid two-day course (58); and first aid refresher course (69).

*We're one of six local authorities in the Accident Compensation Commission (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. Our health and safety management systems are audited every year by ACC.

*Our occupational health team helps with rehabilitation of injured employees.*

More than 400 employees were provided with health and heart checks during the year. More than 450 were provided with flu vaccinations.

The team also carried out annual health checks for employees at risk of hearing loss, and workplace assessments for new employees working on personal computers, and for employees suffering discomfort.

*Moving forward we'll continue to emphasise organisational leadership and develop our culture as we deliver services for the city.*

*Insert as 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.*

The 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 the Council's 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.

*INSERT AS PANEL*

**DEALING WITH COMPLAINTS**

*The Council is committed to listening to residents' concerns.*

Complaints are processed by staff in our telephone call centre and then satisfactorily 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 2005/06, the Office received 121 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 121, a total of 33 were found to be justified.*

Of these, 14 complaints were justified as a result of poor customer service, and another 19 complaints were justified on the basis that the Council's decision was unfair, inequitable or incorrect because it did not follow stated Council policy.

The remaining 88 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 200 formal requests for information under the Local Government Official Information and Meetings Act and the Privacy Act.

Two cases were referred to the Ombudsman's office about the Council's handling of official information. In one of those cases, we had to supply further information. The other case was found to be unjustified.

One case was referred to the Privacy Commissioner. In that case, we had to supply further information.

# Our Environmental Impact

## OVERVIEW

*We promote responsible, sustainable use of resources.*

As one of the city's largest organisations, we're conscious of our responsibility to use resources wisely, and to set an example for others.

We aim to reduce our consumption of resources, minimise waste, and reduce any negative effects of our actions on the environment.

## GREENHOUSE GAS EMISSIONS

*We have committed to a target for reducing our greenhouse gas emissions.*

As a member of the international Communities for Climate Protection programme, we have committed to reduce greenhouse gas emissions.

As a first step, we aim to establish a benchmark of greenhouse gas emissions, by 2010, that is equivalent to 2003 levels. By 2020, we want to reduce our emissions by 20 percent from 2003 levels.

Almost all of our greenhouse gas emissions are the result of energy usage, such as diesel used in waste collection trucks or electricity and natural gas used to heat the city's pools.

We received an award by the International Council of Local Environmental Initiatives (ICLEI) for our greenhouse gas-reduction goal.

*Our energy use decreased during the year.*

This reflects measures we have taken to save electricity, such as automated lighting systems for office and stairwell lighting, and refined the operation of heating and air-conditioning systems in Council buildings.

We also intend to develop an Energy Management Plan aimed at reducing energy consumption and greenhouse gas emissions. We are advertising for an Energy Manager who will be responsible for formulating and implementing the plan.

While the initial focus of this new role will be on our in-house energy consumption, it is intended that over time the Energy Manager will provide leadership and facilitation opportunities for sustainable energy use in the wider community.

*Petrol consumption declined during the year.*

In an attempt to make better use of non-renewable resources and reduce traffic congestion, we continued our staff car pool initiative. This contributed to a decline in petrol use of just over 10,000 litres. There was also a large reduction in the amount of gas used over the last year. This reduction was largely a result of increased efficiency at the Council's swimming pools.

ENERGY-USE				
	2004/05	2005/06	2004/05 Energy-use per staff member	2005/06 Energy-use per staff member
Electricity (kWh)	29,550,070	29,306,375	20,478	19,708
Gas (kWh)	18,323,461	16,046,400	12,511	10,791
Petrol (Litres)	211,004	200,925	146	135
Diesel (Litres)	911,733	912,657	632	613

*Our overall greenhouse gas emissions declined.*

EMISSIONS				
	2004/05	2005/06	2004/05 T-CO2 emissions per staff member	2005/06 T-CO2 emissions per staff member
Electricity (T-CO2)	13,002	12,895	9.01	8.67
Gas (T-CO2)	3,405	3,021	2.29	2.03
Petrol (T-CO2)	481	458	0.33	0.31
Diesel (T-CO2)	2,418	2,420	1.68	1.63
Total (T-CO2)	19,300	18,777	13.37	12.64

- Note: T-CO2 = tonnes of CO2 equivalent

**WATER USE***We promote responsible water use.*

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.

We made good inroads into our consumption levels in 2004/05, reducing the level which we consume by 13,574 cubic metres across the organisation.

A new system for measuring our consumption levels was put in place over the past year. Because of this, the figures for 2005/06 were not available at the time this report was being prepared.

WATER CONSUMPTION					
	2002/03	2003/04	2004/05	2003/04 Consumption per staff member	2004/05 Consumption per staff member
Water-use (cubic metres)	168,900	154,650	141,076	108.5	97.8

## RECYCLING AND WASTE

*We promote re-use and recycling as an alternative to sending rubbish to the landfill.*

We recognise that, if we expect the community to do their bit, we need to take a lead. Throughout our buildings we have recycling bins for paper, cardboard, plastic, cans and bottles.

*Volumes of recycled waste have increased significantly.*

We experienced significant growth in recycling levels during the year. The amounts of bottles and cans recycled increased by 51.9 tonnes, and paper and cardboard by 76.6 tonnes.

Overall, the total amount of recycling has increased by 35 percent. These results reflect the success of our recycling message amongst staff, and the increased number and prominence of recycling bins throughout our buildings.

	2004	2005	2004 Recycling per staff member	2005 Recycling per staff member
Bottles and cans (Tonnes)	147.2	198.7	0.10	0.13
Paper and cardboard (Tonnes)	170.2	246.8	0.12	0.17
Cardboard Cages (Tonnes)	55.6	56.9	0.04	0.04
Total recycling (Tonnes)	373.0	502.4	0.26	0.34

It should be noted that there have been changes in the recording systems for our recycling – these are now recorded on a calendar year basis.

*We are also taking steps to reduce use of paper.*

We used 19,682 reams of A4 paper in the past year. Over the coming year we'll be putting in place measures to try and reduce the amount of paper we use.