

STATEMENT OF COMPLIANCE AND RESPONSIBILITY

COMPLIANCE

The Council and management of the Taranaki Regional Council confirm that all the statutory requirements of the Local Government Act 2002 in relation to the Annual Report have been complied with.

RESPONSIBILITY

The Council and management of the Taranaki Regional Council accept responsibility for the preparation of the annual consolidated financial statements and the judgements used in them.

The Council and management of the Taranaki Regional Council accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management of the Taranaki Regional Council, the annual consolidated financial statements for the year ended 30 June 2011 fairly reflect the financial position and operations of the Taranaki Regional Council.



David MacLeod
Chairman
20 September 2011



Basil Chamberlain
Chief Executive
20 September 2011



Michael Nield
Director—Corporate Services
20 September 2011

MAORI CAPACITY

The Council undertook a number of activities during the year to establish and maintain processes to provide opportunities for Maori to contribute to the decision-making processes of the Council.

POLICY DEVELOPMENT

The Council provided opportunities to Maori to be involved in the development of Council policy. In particular, input from Maori was sought or opportunities provided in regards to:

- the review of the Land Transport Strategy for Taranaki
- the review of the Civil Defence Emergency Management Group Plan
- the transfer of functions to territorial authorities to enforce Rule 34 of the Regional Air Quality Plan for Taranaki.

RESOURCE CONSENTS PROCESS

The Council continued to provide and develop processes for Maori to be involved in and contribute to resource consent processing and administration. This included:

- encouraging applicants to consult where Maori may be an affected party as part of an assessment of environmental effects. Maori were consulted with by either applicants or Council officers on 62 (46 – 2009/2010) application being 30% (23%) of all resource consents processed (excluding routine dairy shed discharge consent applications)
- statutory acknowledgement consultation by the Council occurred on 20 (7) applications
- extending resource consent processing periods to enable adequate consultation and possible resolution of issues with Maori
- providing information to Maori on resource consents and resource consent processing and administration
- arranging and facilitating meetings and undertaking other forms of consultation with Maori as part of resource consent processing and administration including holding meetings and pre-hearing meetings
- providing opportunity for Maori involvement in resource consent monitoring; including input into the design of monitoring programmes and involvement in monitoring activities (see below).

ONGOING ENGAGEMENT AND SUPPORT

The Council maintained and developed processes for ongoing engagement with Maori on a number of fronts from meetings to discuss matters of mutual interest, to contracting with Maori to provide services in relation to specific resource consent compliance monitoring programmes.

During the year the Council:

- Chairman met with the Iwi Leaders Forum to discuss Maori input to resource management
- explored with Ngati Ruanui Iwi use of the Council's GIS
- continued to support the development of an Iwi Management Plan for Ngati Mutunga with New Plymouth District Council and the Ministry for the Environment
- continued discussion with Nga Rauru Kaitahi, Ngati Mutunga Iwi, and PKW regarding a Memorandum of Understanding
- met with hapu of Ngaa Rauru Kaitahi over appeals on irrigation applications

- undertook a water quality survey in the Waitotara River in response to Maori concerns
- continued to provide technical support and advice for Ngati Tama's Whitecliffs Block possum control programme
- supported an application for biodiversity funding by Ngati Tama Iwi
- provided for Maori input to Biodiversity Accord Report
- provided specific support for PKW farms riparian management programme.

REPRESENTATION

The Council continued to provide opportunities for Maori to be represented on the Council's Policy and Planning Committee through a representative of Te Puni Kokiri and the Council's Regional Transport Committee through a Maori representative of cultural interests.

The Council Chairman has met with the Iwi Leaders Forum and discussed opportunities for engagement on a regular basis on issues of mutual interest.

INFORMATION MANAGEMENT

The Council continued to maintain and regularly update its database of iwi contacts and to supply Maori with contact details for key Council functions, responsibilities and personnel. The Council gave due respect to and recognition of silent files (waahi tapu databases) or plans held by or given to the Council by Maori.

TRAINING

The Council provided opportunities within its work programmes, particularly in resource consent processing and monitoring, for Maori to gain knowledge and experience and to develop skills. The opportunity for monitoring the Fonterra outfall discharge with Ngati Ruanui representatives is an example.

Council staff (36) attended cultural training (tikanga, Te Reo and the Treaty).

GENERAL

The Council is committed to acting cooperatively and in good faith showing flexibility and responsiveness and a desire to engage with Maori for the good governance of the region. This is done in a manner that is inclusive and makes the best use of the resources of both Maori and the Council.

STAFF CAPACITY

ORGANISATIONAL STRUCTURE

To undertake its activities, the Council employs a permanent staff with wide-ranging professional, technical and administrative skills. In addition, the Council owns the necessary property, equipment and facilities.

Most Council activities are primarily the output of one section or department. However, a number of tasks, particularly those associated with the development of policy, require resources to be applied from throughout the organisation. The departmental structure has been designed in accordance with the Council's fields of activities. It is a flat, compact structure, which results in a high level of delegated authority, productivity and commitment.

VALUES STATEMENT

The staff of the Council are individually and collectively committed to:

PUBLIC SERVICE

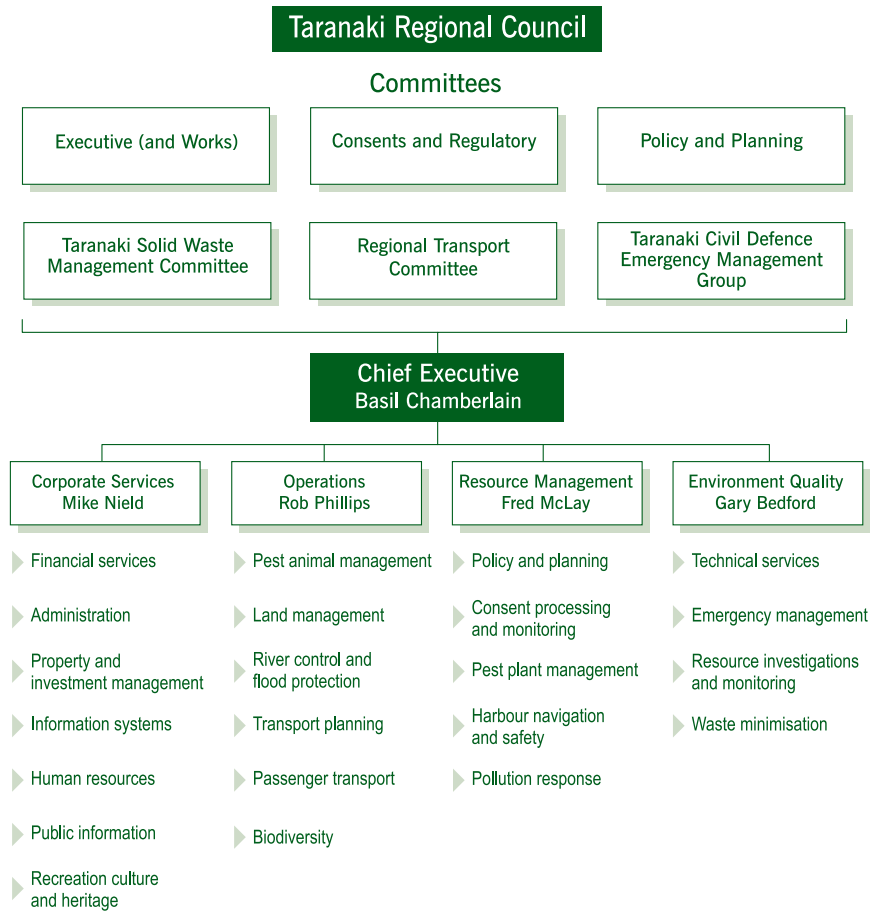
- behaving with integrity and neutrality in the best traditions of the public sector in New Zealand
- administering our functions for the collective good of our community with consistency, fairness and sensitivity in our treatment of individual situations
- not accepting direct or indirect offers, payment, gifts or bribes in any form and avoiding conflicts of interest.

SERVICE FIRST

- assisting people in a courteous, helpful, accurate and professional manner
- providing people with a better service than they may expect to receive, noting that many people do not have dealings with us out of choice
- recognising the social and cultural diversity that exists and take this into account in our dealings.

IMPROVING THE QUALITY OF OUR PERFORMANCE

- ensuring our personal contributions make a real and positive difference to the Council, its mission and performance
- continually improving the quality of our services to customers and the quality of our working relationships with each other
- improving our time management and productivity by increasing our knowledge and experience of our duties, working in a planned and strategic way and focusing on completing assignments
- calling for assistance when required



- being thorough and professional in our work so that we make sound recommendations and decisions based on knowledge and understanding.

EFFECTIVE COMMUNICATION AND TEAMWORK

- informing each other about our tasks and seeking participation and advice
- communicating with simplicity, clarity, and certainty
- recognising that individual achievements are always underpinned by the assistance of others
- constructively assisting each other, being non-possessive and receptive to advice
- trusting, respecting and being loyal to each other and the organisation
- congratulating each other for jobs well done and helping each other through problems
- participative management systems which encourage constructive and timely expression of opinion, noting that having a say differs from having a vote.

INITIATIVE AND THE RIGHT TO MAKE MISTAKES

- challenging the way we do things showing initiative with the aim of improving effectiveness
- being innovative in developing and using new ideas, methods and technologies
- minimising mistakes but accepting that we will make mistakes as we learn and improve
- forgiving well-intentioned errors
- being flexible and responsive to change.

ACCOUNTABILITY AND RESULTS

- being responsible and accountable for our own actions and the quality of our own work
- being collectively responsible for and loyal to the organisation's actions
- achieving results which benefit the community
- not mistaking activity for accomplishment.

PRESENTATION, RESPECT AND CARE

- presenting ourselves for work in a fit state and in appropriate standards of dress and appearance

STAFF CAPACITY

- respecting and caring for Council property, plant, vehicles and our workplace as if it were our own
- recognising the need to protect the integrity and public image of the Council and our colleagues in our private lives
- remembering that many of the people who are obliged to contribute to the funding of the organisation have low incomes.

JOB SATISFACTION

- being appropriately trained and resourced to do our work well
- being satisfactorily rewarded for our work
- enjoying our work.

PERFORMANCE MANAGEMENT

The Council has extensive systems in place to assist performance management and continuous improvement.

Performance metrics to measure individual, group and total Council performance across a full range of processes and outputs have been developed. This information is provided to all staff through the intranet and other means, at regular intervals. Presently 79 performance metrics are used. The Council's individual performance development programme (IDP) incorporates individual performance expectations and appraisal, personal development and training needs.

EMPLOYMENT AGREEMENTS

118 permanent staff were employed by the Council at 30 June 2011. 91% percent were employed under the Taranaki Regional Council Collective Agreement, with the balance employed on individual agreements. Staff employed under the collective agreement are represented by the Taranaki Regional Council Officers Staff Association Incorporated. We also have a number of staff who belong to the Public Service Association (PSA).

There were no disputes or personal grievances which triggered the "employment relationship problems" provisions of the Taranaki Regional Council Collective Agreement during the period.

EQUAL EMPLOYMENT OPPORTUNITY

The Taranaki Regional Council is committed to the principle of equal opportunity in the recruitment, employment, training and promotion of its

employees. The organisation aims to provide a welcoming environment which accepts diversity.

Activities and services are sought to be implemented with an awareness of and an intent to, eliminate discrimination in the areas of race, colour, ethnic or national origin, gender, religious beliefs, marital status, family responsibilities, sexual orientation, special needs, or age.

Recruitment procedures are designed to select from the widest possible cross section of potential staff in a non-discriminatory way. Databases are maintained to collect and provide information for input into equal employment opportunity policy development, implementation and evaluation, whilst ensuring confidentiality.

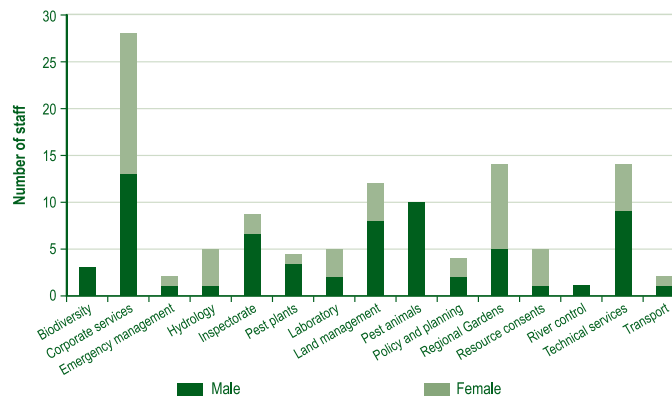
ETHNIC ORIGINS

	Caucasian	Maori	Polynesian	Other
2001/2002	94%	5%	0%	1%
2002/2003	92%	7%	0%	1%
2003/2004	95%	4%	0%	1%
2004/2005	94%	5%	0%	1%
2005/2006	93%	4%	0%	3%
2006/2007	95%	3%	0%	2%
2007/2008	95%	3%	0%	2%
2008/2009	94%	4%	0%	2%
2009/2010	94%	2%	0%	4%
2010/2011	95%	1%	0%	4%

HEALTH AND SAFETY

The Council takes the safety of staff, contractors and the public seriously. All staff are provided with training and other services to promote health and safety in the workplace. The aim is for no incidents or staff time lost from work-related incidents. The Council has recently gained accreditation to Accident Compensation Corporation's Workplace Safety Management Practices programme where an independent audit of the Council's Health and Safety management system met the criteria of a "well-established, continuous improvement framework". This also results in reduced ACC premiums paid by the Council.

Departmental staff numbers and gender



STAFF CAPACITY

	Incidents resulting in illness or injury	Incidents resulting in illness or injury per employee	Work related lost days	Work related lost days per employee
2001/02	15	0.2	0	0
2002/03	15	0.2	0	0
2003/04	9	0.1	12	0.1
2004/05	10	0.1	5	0.05
2005/06	19	0.2	0	0
2006/07	11	0.1	0	0
2007/08	13	0.1	0	0
2008/09	15	0.1	3.8	0.03
2009/10	25	0.2	0	0
2010/11	27	0.2	3	0.02

TRAINING AND EXPERIENCE

The Council is committed to ensuring that its staff are appropriately qualified, experienced and trained. The Council employs staff with many qualifications to undertake its wide range of duties and responsibilities.

	Bachelors degree	Post graduate qualification including Masters, Hons, Diploma or PhD	Diploma	Certificate	No formal qualification
2001/02	25%	11%	9%	47%	8%
2002/03	25%	13%	11%	43%	8%
2003/04	23%	13%	14%	41%	9%
2004/05	20%	13%	15%	44%	8%
2005/06	24%	10%	13%	46%	7%
2006/07	25%	12%	14%	42%	7%
2007/08	26%	12%	15%	43%	4%
2008/09	25%	12%	15%	43%	5%
2009/10	29%	11%	15%	43%	2%
2010/11	30%	20%	8%	23%	19%

Training is an investment in our employees. The Council is committed to maintaining continuing professional development.

	Training days	Training days per employee
2001/02	361	4.2
2002/03	432	4.6
2003/04	455	4.9
2004/05	569	5.9
2005/06	460	4.9
2006/07	578	5.7
2007/08	524	5.1
2008/09	403	3.7
2009/10	465	4.4
2010/11	738	6.25

Experienced, as well as well qualified and trained staff, are critical to the success of Council.

	Staff turnover	Average length of service (years)
2001/02	8.5%	8.2
2002/03	4.2%	7.8
2003/04	10.0%	9.2
2004/05	14.8%	9.5
2005/06	14.7%	9.6
2006/07	11.2%	7.0
2007/08	8.0%	9.3
2008/09	4.9%	8.3
2009/10	9.5%	8.7
2010/11	9.9%	8.8