

# 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 2007 fairly reflect the financial position and operations of the Taranaki Regional Council.



David Walter  
**Chairman**  
19 September 2007



Basil Chamberlain  
**Chief Executive**  
19 September 2007



Michael Nield  
**Director—Corporate Services**  
19 September 2007

# MĀORI CAPACITY

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

## POLICY DEVELOPMENT

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

- the review of the *Regional Policy Statement for Taranaki*
- the review of the *Pest Management Strategy for Taranaki: Plants*
- the review of the *Pest Management Strategy for Taranaki: Animals*
- the early review stages of the *Regional Air Quality Plan for Taranaki*
- the *Regional Walkways and Cycleways Strategy for Taranaki*.

## RESOURCE CONSENTS PROCESS

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

- encouraging applicants to consult where Māori may be an affected party as part of an assessment of environmental effects. Māori were consulted with by either applicants or Council officers on 53 (136—2005/06) application being 27% (46%) of all resource consents processed (excluding routine dairy shed discharge consent applications)
- statutory acknowledgement consultation by the Council occurred on 24 applications
- extending resource consent processing periods to enable adequate consultation and possible resolution of issues with Māori
- providing information and technical assistance to Māori on resource consents and resource consent processing and administration
- arranging and facilitating meetings and undertaking other forms of consultation with Māori as part of resource consent processing and administration including holding meetings and pre-hearing meetings on marae (see below)
- involving Māori in resource consent monitoring; including input into the design of monitoring programmes and involvement in monitoring activities (see below).

## ONGOING ENGAGEMENT

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

During the year the Council:

- met with iwi and hapu over the Greymouth Petroleum stream crossing incident
- met with iwi and hapu to discuss the South Taranaki District Council Hawera wastewater discharge

- undertook follow-up on a draft Memorandum of Understanding with Ngati Ruanui Iwi and Ngaa Rauru Kiiitahi
- contracted with iwi and hapu to provide advice, expertise and information and in particular with: Ngati Rahiri Hapu regarding involvement in compliance monitoring for the Pohokura gas project; and Ngati Ruanui regarding involvement in monitoring the Fonterra discharge.

## REPRESENTATION

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

The Council's iwi liaison committee Te Putahitanga o Taranaki remains in abeyance.

## INFORMATION MANAGEMENT

The Council continued to maintain and regularly update its database of iwi contacts and to supply Māori 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 Māori.

## TRAINING

The Council provided opportunities within its work programmes, particularly in resource consent processing and monitoring, for Māori to gain knowledge and experience and to develop skills. Monitoring the Fonterra outfall discharge with Ngati Ruanui representatives is an example. The Council ran a cultural awareness course for staff.

## GENERAL

The Council is committed to acting cooperatively and in good faith showing flexibility and responsiveness and a desire to engage with Māori 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 Māori 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 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

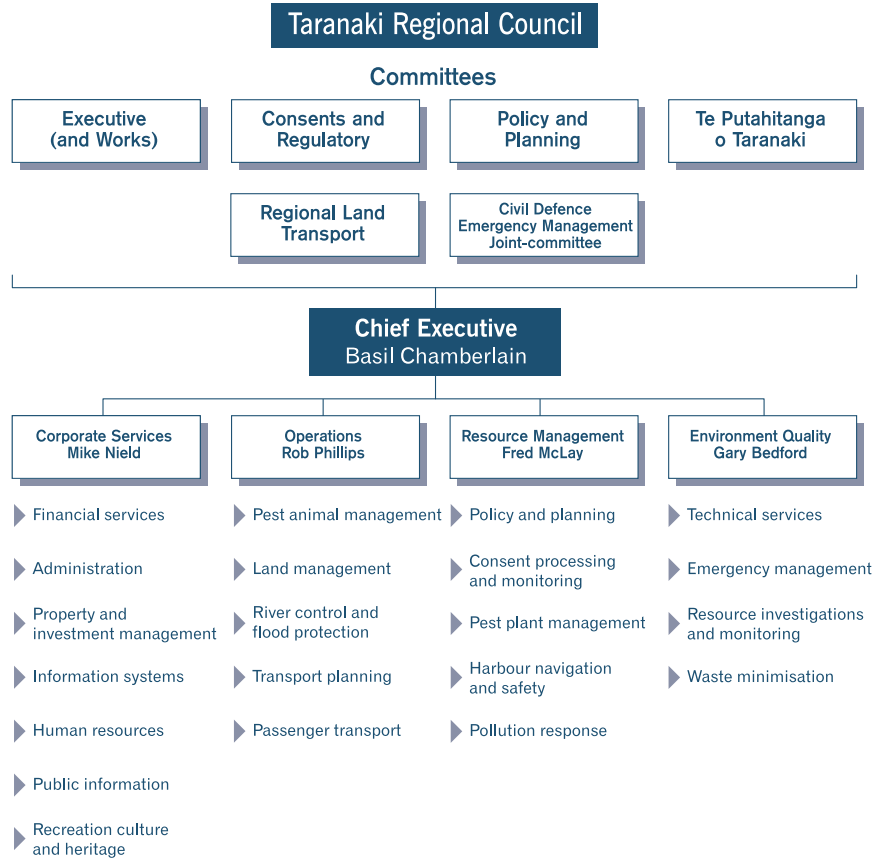
- behaving with integrity and neutrality in the best traditions of the public sector in New Zealand
- administering our functions for the collective good of our community with consistency, fairness and sensitivity in our treatment of individual situations
- not accepting direct or indirect offers, payment,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

# STAFF CAPACITY

## PRESENTATION, RESPECT AND CARE

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

One hundred and two (94—2005/2006) permanent staff were employed by the Council at 30 June 2007. Ninety-two percent (87%) were employed under the Taranaki Regional Council Collective Employment 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.

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

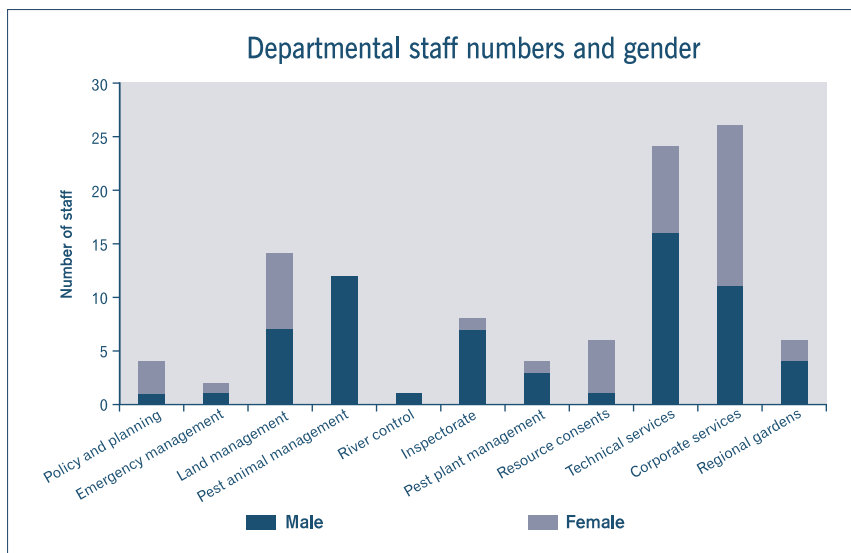
## ETHNIC ORIGINS

Ethnicity	01/02	02/03	03/04	04/05	05/06	06/07
Caucasian	94%	92%	95%	94%	93%	95%
Maori	5%	7%	4%	5%	4%	3%
Polynesian	0%	0%	0%	0%	0%	0%
Other	1%	1%	1%	1%	3%	2%
	100%	100%	100%	100%	100%	100%

## 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.

	01/02	02/03	03/04	04/05	05/06	06/07
Incidents	15	15	9	10	19	11
Incidents per employee	0.2	0.2	0.1	0.1	0.2	0.1
Work related lost days	0	0	12	5	0	0
Work related lost days per employee	0	0	0.1	0.05	0	0



## STAFF CAPACITY

### 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.

Qualifications	01/02	02/03	03/04	04/05	05/06	06/07
Bachelors degree	25%	25%	23%	20%	24%	25%
Masters degree	11%	13%	13%	13%	10%	12%
Diploma	9%	11%	14%	15%	13%	14%
Certificate	47%	43%	41%	44%	46%	42%
No formal qualification	8%	8%	9%	8%	7%	7%
Total	100%	100%	100%	100%	100%	100%

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

Training	01/02	02/03	03/04	04/05	05/06	06/07
Training days	361	432	455	569	460	578
Training days per employee	4.2	4.6	4.9	5.9	4.9	5.7

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

	01/02	02/03	03/04	04/05	05/06	06/07
Staff turnover	8.5%	4.2%	10.0%	14.8%	14.7%	11.2%
Average length of service (years)	8.2	7.8	9.2	9.5	9.6	7.0