

A sustainable organisation

Environment Canterbury recognises that to deliver the community outcomes it has to provide and maintain an appropriate and sustainable organisational capability.

LEVELS OF SERVICE ARE IDENTIFIED IN THREE KEY AREAS - WORKFORCE, FINANCE AND ENVIRONMENTAL FOOTPRINT.

WORKFORCE

Engagement of staff is the key to workforce performance. We use a framework developed by John Robertson Associates (JRA) for assessment of staff engagement. There are four factors within this framework:

- Vision and values
- Developing people
- Performance culture
- A sense of community

Vision and values

Organisational values are developed and measured as part of each staff member's performance. The organisation's vision is developed in our strategic plan.

Developing people

Leadership ability and performance is measured as part of annual performance goals. Leadership programmes are offered to all levels of management.

Each year, an internal training programme is based on a needs analysis and external technical training is offered to keep specialist staff up to date in their fields. Staff are allocated 30 hours a year for training. A 50 percent subsidy on fees is available to encourage further relevant tertiary study by individuals. An in-house graduate development programme is provided to new graduates to acquire personal skills to enable them to quickly become productive.

Performance culture

Each staff member develops a set of personal goals which have clear line of sight to organisational goals. Staff performance is linked to remuneration.

Sense of community

As the number of planned outputs increases, cost effective delivery requires higher productivity from each staff member, which in turn increases the importance of work/life balance. A number of initiatives are in place to address this, including flexible starting and finishing times, access to part-time work and the option of negotiating additional annual leave (with a pro rata reduction in salary). Staff health and safety is a priority, with flu vaccinations, health assessments and a range of health education opportunities offered. A staff/management health and safety committee meets to discuss health and safety issues. Gymnasium facilities in the Kilmore Street office continue to be well utilised.

Staff engagement has been measured by Environment Canterbury since 2006/07 and at each measurement it has increased.

LEVELS OF SERVICE

① Sourcing & retaining a highly skilled & adaptable workforce

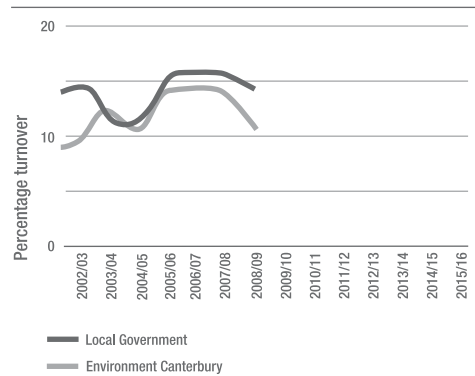
Measure

The percentage of annual staff turnover.

Target

Less than the local government median turnover percentage, as measured by the Mercer Local Government Survey.

ANNUAL STAFF TURNOVER



Source: Environment Canterbury.

Environment Canterbury is responding to the impact of an ageing workforce with part-time options for staff approaching retirement age and retaining retired staff to work on short-term projects. The total number of permanent staff at 30 June 2009 was 481 (full time equivalents, 499 in total), including 397 staff located at Christchurch (includes bus exchange), 44 in Timaru and 58 at other depots throughout the region.

Additional capacity is provided by volunteers, e.g. bathing beach water quality samplers and honorary navigation safety enforcement officers.

② Providing a safe working environment

Measure 1

The Accident Compensation Corporation status achieved.

Target

Tertiary status.

ACC STATUS LEVEL		
2006/07	Actual	Tertiary
2007/08	Actual	Tertiary
2008/09	Actual	Tertiary
2009/10	Target	Tertiary
2010/11	Target	Tertiary

Source: Environment Canterbury.

Measure 2

The number of reported accidents.

Target

A 10% reduction, with no serious accidents.

ACCIDENTS			
		Reported accidents	Serious accidents
2006/07	Actual	43	8
2007/08	Actual	48	8
2008/09	Actual	37	3
2009/10	Target	10% reduction p.a.	None
2010/11	Target	10% reduction p.a.	None

Source: Environment Canterbury.

Measure 3

The number of Equal Employment Opportunity complaints.

Target

None.

EEO COMPLAINTS		
2006/07	Actual	None
2007/08	Actual	None
2008/09	Actual	None
2009/10	Target	None
2010/11	Target	None

Source: Environment Canterbury.

FINANCE

Environment Canterbury is committed to ensuring ratepayer funds and Government grants are managed efficiently and effectively in the best interests of the community.

DEVELOPING SUSTAINABLE FINANCIAL CAPABILITY FOCUSES ON THREE KEY AREAS:

- providing an equitable and efficient rating system
- supporting delivery of work programmes throughout the organisation
- reporting the organisation's financial and physical performance.

Striking and levying rates annually in accordance with the council's funding policies is a key service underpinning the timely resourcing of annual work programmes. Rates collection is shared with local councils, for both ratepayer convenience and to minimise costs.

Managers and project leaders are provided with timely monthly reports against budgets to enable them to make sound decisions. Commissioners receive financial updates monthly, and three times a year a report that tracks project expenditure and performance.

An important treasury function is managing financial reserves at a level sufficient to cope with the unexpected, such as a catastrophic earthquake or flood, or avian flu, to ensure essential ratepayer services can continue to be delivered.

LEVELS OF SERVICE

1 Managing the council's revenue requirement

Measure

The percentage of planned annual revenue by revenue source that is collected.

Target

100%.

PERCENTAGE OF ANNUAL REVENUE REQUIREMENT COLLECTED						
		Interest	User pays	Grants	Targeted rates	General rates
2006/07	Actual	78%	85%	110%	101%	101%
2007/08	Actual	76%	99%	105%	101%	101%
2008/09	Actual	58%	93%	121%	101%	101%
2009/10	Target	100%	100%	100%	100%	100%
2010/11	Target	100%	100%	100%	100%	100%

Source: Environment Canterbury.

2 Providing commissioners and managers with timely management & performance information (financial & physical, budget versus actual)

Measure 1

The percentage of reports to commissioners provided within the required time frame.

Target

100%.

MONTHLY REPORTS TO COMMISSIONERS		
2006/07	Actual	100%
2007/08	Actual	100%
2008/09	Actual	100%
2009/10	Target	100%
2010/11	Target	100%

Source: Environment Canterbury.

Measure 2

The percentage of monthly reports to managers provided within the required time frame.

Target

100%.

MONTHLY REPORTS TO MANAGERS		
2006/07	Actual	100%
2007/08	Actual	100%
2008/09	Actual	100%
2009/10	Target	100%
2010/11	Target	100%

Source: Environment Canterbury.

ENVIRONMENTAL FOOTPRINT

Environment Canterbury is committed to continual improvement of its internal environmental performance and reducing its environmental footprint.

INITIATIVES ARE UNDERWAY TO PROGRESS THIS IN THREE KEY AREAS:

- environmental performance
- energy efficiency
- waste minimisation.

This work aligns with the International Panel on Climate Change guidance to balance climate adaptation work with mitigation measures.

ISO 14001 certification is in place for managing the council's flood control works, buildings, fleet management and forestry.

Management policies and procedures in place support sound environmental practices within Environment Canterbury. A staff team also champions activities promoting waste minimisation, energy conservation and other initiatives. The team has focused on waste management, paper usage and water usage as priorities.

Energy consumption is monitored at all offices and depots, with ongoing efforts to minimise demand. All incandescent light bulbs have been removed from Environment Canterbury buildings.

Staff using vehicles are encouraged to use the most appropriately sized vehicle for the task involved. A car ride share scheme operates to reduce the number of vehicles travelling between Christchurch and Timaru offices. This also reduces the use of couriers. Carpooling is facilitated for staff commuting to work. A video conferencing

link between Christchurch and Timaru is used frequently by staff to reduce travel to meetings. The vehicle fleet is carefully managed, with new vehicle purchasing taking factors such as fuel consumption and driver safety into account. A recent Green Party national survey of local bodies ranked Environment Canterbury as the top regional council for the fuel efficiency/climate friendliness of its vehicle fleet. However, there is still potential to save an average of 683 kg in annual carbon emissions for each of Environment Canterbury's 121 vehicles if they were upgraded to the most fuel efficient available.

Results of a 2003 survey show that 29 percent of staff regularly cycled to work, five percent travelled by bus, eight percent walked and seven percent travelled as passengers.

All rubbish is sorted and three times a year audits of waste to landfill are carried out and annual volumes per person are calculated. Food scraps are either placed in worm farms or supplied to a pig farmer. The local City or District Council's community recycling programme is used for recyclable materials. Reusable material is supplied to preschools for their use. An in-house waste exchange is available on the Intranet for staff to advertise and exchange unwanted goods from the office or home.

LEVELS OF SERVICE

1 Reducing vehicle carbon emissions

Measure

CO₂ emissions kilograms per kilometre.

Target

Small sedans¹: 0.150 kg/km, Medium sedans²: 0.190 kg/km.

CO ₂ EMISSIONS			
		Small sedans	Medium sedans
2006/07	Actual	0.152	0.191
2007/08		Not measured	Not measured
2008/09	Actual	0.145	0.190
2009/10	Target	<0.150	<0.190
2010/11	Target	<0.150	<0.190

Source: Environment Canterbury.

2 Reducing electricity consumption

Measure

The electricity consumption per square metre in the Christchurch office.³

Target

Less than 150 kilowatt hours per square metre per annum.

ELECTRICITY CONSUMPTION		
2006/07	Actual	144
2007/08	Actual	147
2008/09	Actual	167
2009/10	Target	<150
2010/11	Target	<150

Source: Environment Canterbury.

3 Reducing waste going to landfill

Measure

The amount of waste per staff member going to landfill per annum from the Christchurch office.³

Target

The weight is decreasing.

THE AVERAGE VOLUME OF WASTE PER STAFF MEMBER PER ANNUM		
2006/07	Actual	20.2 kg
2007/08		Not measured
2008/09	Actual	20.96 kg
2009/10	Target	<21.6 kg
2010/11	Target	<21.6 kg

Source: Environment Canterbury's annual survey.

4 Becoming carbon neutral

Measure

CO₂ emissions from electricity use, vehicle use and waste going to landfill³.

Target

CO₂ emissions per staff member are not increasing.

Note: Baseline emissions 2008/09 were 1,790 kg per staff member.

¹ >1,600cc

² 1,600 to 2,200cc

³ Data only currently available for Kilmore Street offices, Christchurch.

COMMISSIONERS 2010/11



**Dame Margaret Bazley
(Chair)**



**Hon David Caygill
(Deputy Chair)**



David Bedford



Donald Couch



Tom Lambie



**Honorary Professor
Peter Skelton CNZM**



Rex Williams

Council Portfolio Groups

COMMISSIONERS ARE RESPONSIBLE FOR PORTFOLIO ACTIVITIES, AS FOLLOWS:

Democratic process:	<i>Dame Margaret Bazley</i>
Combined portfolios:	<i>Dame Margaret Bazley</i>
Water quality, quantity and ecosystems:	<i>David Caygill</i>
Air quality and energy:	<i>David Bedford</i>
Coasts and navigation safety:	<i>Donald Couch</i>
Hazards and emergency management:	<i>Donald Couch</i>
Land, biodiversity, pest management, waste, hazardous substances and contaminated sites:	<i>Tom Lambie</i>
Regional land transport and public passenger transport:	<i>Rex Williams</i>

COMMISSIONER RESPONSIBILITIES

Regional Planning Committee

This committee develops regional policies, plans and strategies in order to promote sustainable management and give effect to the Regional Policy Statement and Council policy directions.

Peter Skelton is Chair of the Regional Planning Committee.

Finance and Audit Committee

This committee deals with audit, external financial reporting, financial risk management, internal control and strategic performance management.

David Bedford, Dame Margaret Bazley and Rex Williams make up the Finance and Audit Committee.

Canterbury Regional Transport Committee

This is a statutory committee with two regional council representatives, one elected member from each territorial authority, one representative from New Zealand Transport Authority, and six community appointments. This group prepares a regional land transport strategy and a regional land transport programme. It also advises and assists the regional council on any other matter relating to its transport responsibilities.

Rex Williams and Tom Lambie are the regional council representatives, with Rex Williams as chair.

Canterbury Civil Defence and Emergency Management Joint Committee

This is a joint standing committee under the Civil Defence Emergency Management Act, made up of elected representatives from territorial authorities and the regional council, exercising governance and determining Canterbury group emergency management policy.

Donald Couch is the regional council representative.

Chief Executive Performance Review

Dame Margaret Bazley is Commissioner responsible for the Chief Executive's performance review.

Maori Affairs

The purpose of this group is to build good relationships and partnerships with Maori, (Ngai Tahu runanga and Nga Maata Waka) and give effect to the council's obligations under the Treaty of Waitangi, Ngai Tahu Settlement Act, Local Government Act 2002 and related obligations under the Resource Management Act.

Donald Couch and Dame Margaret Bazley are the Commissioners responsible for this function.

Canterbury Water Management Steering Group

This group provides advice to the Canterbury Mayoral Forum on the development of the Canterbury Water Management Strategy. It has representatives from local and central government, Te Runanga o Ngai Tahu and community representatives, including environmental, farming, industry and recreational interests. The steering group is overseeing finalisation of the strategy targets and the legislative mandate. Implementation of the strategy will be via zone and regional committees. The regional council has had representation at the councillor level and chief executive level.

David Caygill and Peter Skelton are the regional council representatives. In addition, existing members of the committee, former regional councillors Eugenie Sage and Angus McKay, who were members of the steering group, have been invited to remain on the committee.

Greater Christchurch Urban Development Strategy (UDS) Implementation Committee

Comprised of the Urban Development Strategy partners – Canterbury Regional Council, Christchurch City Council, Waimakariri District Council, Selwyn District Council and New Zealand Transport Authority – this group provides guidance and makes recommendations to Council on the implementation of the Greater Christchurch Urban Development Strategy.

Rex Williams and Tom Lambie are the regional council representatives to the committee.

Regulation Overview

The Council undertakes an ongoing review of the performance of the regulatory functions of Environment Canterbury.

Peter Skelton and David Bedford are the Commissioners responsible for regulation overview.

Regulation Hearing Committee

This Council committee has delegated functions to appoint hearings commissioners under Resource Management Act processes.

Peter Skelton is chair of this committee, with members Tom Lambie and Donald Couch.