

Appendices

MANAGEMENT AND STAFF

Our Role

The Chief Executive is appointed to deliver the services to meet the direction and priorities set by the Council.

'Governance' is about setting direction and agreeing priorities for the city, about determining what services the city will provide and to what standard. It's also about providing oversight. This is the essence of the role played by the Mayor and elected councillors¹. The Council's Chief Executive is appointed to deliver the services needed to fulfil the direction the elected Council has set and manages day-to-day operations. The Chief Executive is supported by a management team and 1,500+ staff (see below).

This section provides a summary of the corporate structure, our values and the workplace practices we have in place to keep our people safe and engaged.

¹ For information on the Mayor and Councillors' responsibilities and remuneration please see the Governance chapter.

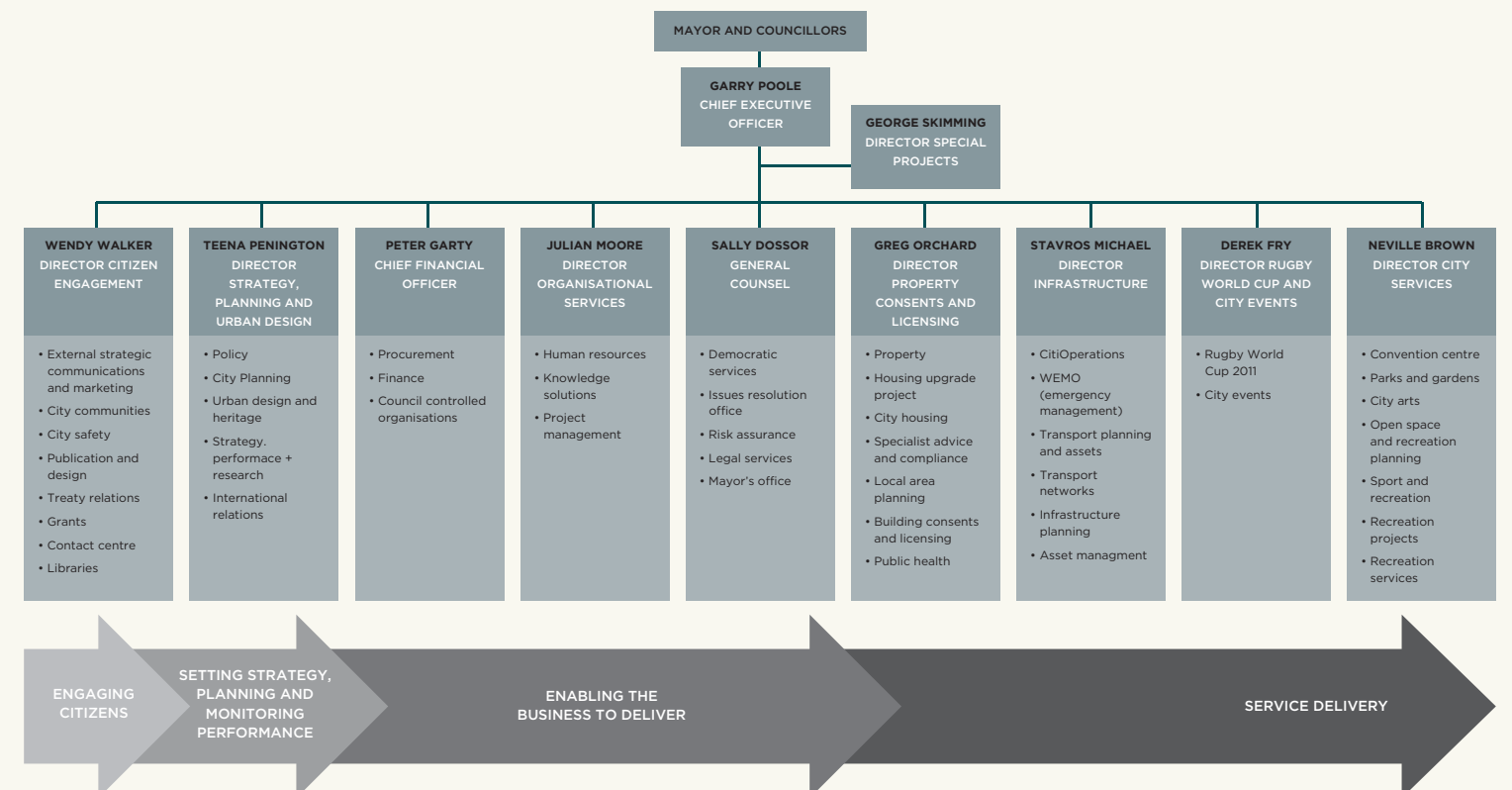
Garry Poole is in his 13th year as Chief Executive of Wellington City Council. His performance is monitored by the Council's Performance Review Committee. The committee is chaired by the Mayor and includes four Councillors. See the notes to the financial statements on page 215 for details of the Chief Executive's remuneration package.

Management and staff

A management board supports the Chief Executive in leading the organisation.

The management board is made up of the Chief Executive and ten directors. 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 2010.



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 cinema junkies. 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, aiming high, delivering what's right, encouraging fresh thinking, and acting with integrity and respect, are about us playing our part to deliver the elected Council's priorities for the city.

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.

Safe workplace with equal opportunities

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

We are a large employer, with 1,599 permanent employees. Of these, 1,101 are full-time staff and 498 are part-time staff. Additionally, we have 79 employees on fixed term contracts, and a pool of 344 casual employees that help keep services open and running. The workforce is multicultural and evenly split between genders.

We have experienced a decrease in permanent staff turnover from 27% in June 2008 to 21% in June 2010. The current climate of economic uncertainty as well as efforts to decrease turnover through workforce initiatives has contributed to this positive trend (see table below).

To help staff reach their potential we provide training and encourage balanced, healthy lifestyles.

We support staff leisure and recreational activities to promote health and well-being, keep morale high, and foster good relationships and communication between Council business units.

We also provide professional training and train staff in Māori language and tikanga (traditions).

We provide equal employment opportunities and consult staff on how to improve the workplace.

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.

As part of our commitment we provide work experience for refugees and migrants who are unable to find work. The Migrant and Refugee Work experience programme is in its fourth year and has resulted in 32 jobs to date. The programme is run in conjunction with Work and Income New Zealand and the Ministry of Social Development.

The programme has enhanced our organisation by creating a positive work environment, given us greater community engagement and allowed us to better understand and prepare for a more diverse workforce in the future.

We also survey all our staff annually to find out about how engaged they are in their work. Level of staff engagement is a reflection of overall job satisfaction and indicates that their input is valued. Staff levels of engagement is showing an improving trend from 78% engaged or partly engaged in 2007 up to 93% this year.

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

We're an accredited employer under 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 eight years we have been in the programme we have been able to provide injured employees with a comprehensive rehabilitation programme that meets the requirements of the Partnership Programme. Our workplace safety and injury management systems are audited every year by ACC.

In April 2010, the Council was fined \$60,000 and ordered to pay reparations of \$50,000 over the tragic death of Brian Taurerewa at the Southern Landfill on 12 December 2008. Mr Taurerewa died when the truck he was driving slipped down a steep temporary road and rolled. The Council pleaded guilty in the Wellington District Court to a charge of failing to take all practicable steps to ensure the safety of its employees while at work.

As a result of the tragedy, in 2009 a Council-wide review of health and safety culture and practices was undertaken. The recommendations of this review are being implemented in a concerted effort to ensure that staff, contractors, and members of the public are safe in our workplaces at all times.

STAFF TURNOVER	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
New staff	192	204	353	376	278	302
Resignations	201	273	377	423	377	334
Total staff numbers	1,426	1,443	1,541	1,575	1,555	1,599
Total staff turnover	14%	18%	24%	27%	24%	21%