



REFERENCE NUMBER: 17611.003

REPORT PREPARED FOR:

Landcare Research

REPORT PREPARED BY:

Tonkin & Taylor

DISTRIBUTION

Landcare Research

Tonkin & Taylor

CONTENTS

		Page No.
	Verification Statement	1
1	Introduction	2
	1.1 Objectives	2
	1.2 Scope and Method	2
	1.3 Structure and Content of the Report	2
2	Introductory Material	4
3	Progress, Achievements and Key Performance	5
	3.1 Chairman's Report	5
	3.2 Chief Executive's Review	5
	3.3 Headline Indicators	5
	3.4 Progress & Achievements	6
	3.5 Decade of Achievement	7
	3.6 A Scientist's Footprint	7
	3.7 Approach to TBL Reporting	7
	3.8 Performance Against Targets	8
4	Science Making a Difference	9
	4.1 Aligning our Science to Key Environmental Issues	9
	4.2 Helping Achieve a Tb-free New Zealand	9
	4.3 Reducing the Environmental Cost of Tourism	10
	4.4 National Vegetation Survey	10
	4.5 Biological Collections & Natural Resource Databases	10
	4.6 Working with Ngati Porou, Tuhoe and DoC	11
	4.7 Interconnectivity	11
	4.8 Sustaining Environmental Science and our Community	12
5	Our Environmental Performance	13
	5.1 Environmental Management	13
	5.2 Optimising Resource Use	13
	5.3 Our Eco-Balance	13
	5.4 Field Work Impacts	14
	5.5 Animals in Research	14
	5.6 New Organisms & Genetically Modified Material	15
6	Sustaining Our People and their Knowledge	16
	6.1 Investing in Knowledge, Skills and Networks	16

6.2	Recognition and Reputation of our Staff	16
6.3	Recruitment, Retention and Diversity	16
6.4	What its Like to Work at Manaaki Whenua	17
6.5	Health and Safety	17
7	Key Stakeholders	19
8	Corporate Governance Statement	20
9	References	21
10	APPLICABILITY	22

VERIFICATION STATEMENT

Tonkin & Taylor Ltd has independently verified Manaaki Whenua Landcare Research's "2002 Annual Report for all dimensions of our performance". The verification scope included social and environmental performance but did not include the Chief Executive's declaration about the Global Reporting Initiative (GRI) Guidelines. Our verification excluded financial performance.

What we have done:

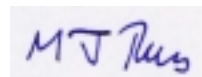
We followed international auditing standards and we applied the GRI principles for sustainability reporting in our assessment of the Report. We have prepared this detailed verification assessment report. We have reviewed draft and final proof versions of the 2002 Annual Report, examined data sources and explored the selection and interpretation of data and information in discussions with managers and staff.

What we have concluded:

The 2002 Annual Report provides a fair and balanced disclosure of Manaaki Whenua's current environmental and social sustainability performance. Information provided in the report is accurate and complete. It allows comparison of performance with previous years and is presented in an unbiased manner. The Report and supporting information provided on the Manaaki Whenua website is transparent and auditable. Manaaki Whenua's approach to preparing the report has been inclusive. The company has engaged with key stakeholders to identify their needs for timely, clear and relevant information. The Report has presented information about how research is significant and has been applied in the context of sustainability in New Zealand, and in particular how this research is contributing to a clean, green New Zealand.

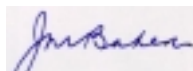
Manaaki Whenua's Progress and Opportunities for Future Leadership:

Manaaki Whenua has maintained a position of leadership in sustainability reporting, receiving several awards for the 2001 Annual Report. In preparing the 2002 Annual Report, the company streamlined and significantly enhanced its systems and processes to ensure effective data quality control. The company also focussed its efforts to engage stakeholders and ensure the Report is presented to effectively communicate information to stakeholders. The GRI declaration was prepared at the end of the reporting process. For future reports, we recommend it be included in the scope of verification. Also for the future, Manaaki Whenua continues to face the challenge common to all sustainability reporters, to identify meaningful and relevant indicators to report strategically on human resource management and wider social impact.



Marje Russ

Senior Auditor



Joan Baker

Management Consultant

1 Introduction

Tonkin & Taylor Ltd was commissioned by Landcare Research to verify non-financial elements included in Landcare's 2002 Annual Report. Terms of reference for the review were set out in a Tonkin & Taylor proposal dated 17 July 2002.

1.1 Objectives

The objectives of the verification were as follows:

1. To independently and objectively assess whether the information presented in the Report is:
 - relevant and complete in reflecting Landcare Research's activities and services;
 - accurate and reliable; and
 - clear and comprehensible for Landcare Research's stakeholders.
2. To provide a verification letter to include in the Annual Report.

1.2 Scope and Method

The scope of verification included information presented in the printed report (pages X to X) and specifically referenced supporting information provided on the Landcare website. The scope excluded financial information. Separate verification of financial information was completed and reported by Audit New Zealand.

Tonkin & Taylor's method for carrying out the verification was based on relevant international auditing and assessment standards and practice (including ISO 10011, ISO 14010, ISO 14011 and draft ISO 19011, which set out principles, guidelines and procedures for auditing).

The verification was carried out in August and September 2002, including a site visit to Lincoln offices on the 19th of August. The assessment team:

- reviewed a final draft and final layout versions of the report;
- reviewed referenced and supporting documents and records (including information on the Landcare website); and
- interviewed key Landcare staff.

The verification assessment was completed by a team comprising:

- Marje Russ (Tonkin & Taylor Ltd) MSc(Hons Resource Management, MNZPI, MRTPI, QSA Senior Auditor (environment and quality));
- Joan Baker (Independent Consultant) MBA, M.Ed, Dip Ed, B.Ed(Hons).

1.3 Structure and Content of the Report

This report records the verification assessment completed by Tonkin & Taylor and the basis for the verification statement included in the Annual Report. The report structure follows the structure of the Annual Report, providing a brief commentary, record of verification completed, conclusions and recommendations (where appropriate) for each component of the Annual Report. In reaching our conclusions we have expressly drawn on the reporting

principles set out in the Global Reporting Initiative 2002 Sustainability Reporting Guidelines and summarised in the table below.

Global Reporting Initiative 2002: Reporting Principles	
<i>Transparency</i>	Full disclosure of the processes, procedures and assumptions in report preparation are essential to its credibility.
<i>Inclusivity</i>	The reporting organisation should systematically engage its stakeholders to help focus and continually enhance the quality of its reports.
<i>Auditability</i>	Reported data and information should be recorded, compiled, analysed and disclosed in a way that would enable internal auditors or external assurance providers to attest to its reliability.
<i>Sustainability Context</i>	The reporting organisation should seek to place its performance in the larger context of ecological, social or other limits of constraints, where such context adds significant meaning to the reported information.
<i>Completeness</i>	All information material to users for assessing the reporting organisation's economic, environmental and social performance should appear in the report in a manner consistent with the declared boundaries, scope and time period.
<i>Relevance</i>	Relevance is the degree of importance assigned to a particular aspects, indicator, or piece of information and represents the threshold at which information become significant enough to be reported.
<i>Neutrality</i>	Reports should avoid bias in selection and presentation of information and should strive to provide a balanced account of the organisation's performance.
<i>Comparability</i>	The reporting organisation should maintain consistency in the boundary and scope of its reports, disclose any changes, and re-state previously reported information.
<i>Accuracy</i>	The accuracy principle refers to achieving the degree of exactness and low margin of error in reported information necessary for user to make decisions with a high degree of confidence.
<i>Clarity</i>	The reporting organisation should remain cognizant of the diverse needs and backgrounds of its stakeholder groups and should make information available in a manner that is responsive to the maximum number of users while still maintaining a suitable level of detail.
<i>Timeliness</i>	Reports should provide information on regular schedule that meets user needs and comports with the nature of the information itself.

2 Introductory Material

Commentary

The introductory material sets out Landcare's vision, an overview of Landcare, highlights and the company's guiding philosophy. Excepting highlights, material presented is largely identical to that presented in the 2001 Annual Report. Staff numbers have been updated and comments included in the 2001 Report about the company's ISO 14001 certification and involvement with the Natural Step and New Zealand Business Council for Sustainable Development have been deleted.

Verification Completed

Vision, About Us and Guiding Philosophy:

We confirmed with Landcare that no changes have been made to the organisation's vision and guiding philosophy.

No further verification was completed.

Highlights:

We reviewed the reported highlights in the light of information presented in the remainder of the report and supporting documentation.

We verified the accuracy of reported highlights (excluding financial performance) from original data sources and records.

We discussed how and why highlights were selected with the Research Manager and the Chief Executive.

Conclusions

We concluded that the information presented about highlights was relevant, presenting significant achievements in the reporting period.

3 Progress, Achievements and Key Performance

3.1 Chairman's Report

Commentary

The Chairman's report overviews performance in the current reporting period, making reference to the previous decade since Landcare was established. The report notes the relevance of key research areas for a clean, green New Zealand and charts future challenges for Landcare to maintain leadership, excellence and relevance of research; to work closely with customers (including for funding of research); and to commercialise research findings.

Verification Completed

We reviewed drafts of the Chairman's report, explored the content of the drafts and discussed the liaison with the Chairman about the report, with the Strategic Development Manager.

Conclusions

We concluded that the Chairman's report provides strong leadership, placing Landcare's research, performance and future direction in the wider context of Sustainability in New Zealand.

3.2 Chief Executive's Review

Commentary

The Chief Executive's review introduces Landcare's areas of science. It outlines company performance over the last decade, providing some personal insights and views. The review notes highlights for the 2001/2 year, focussing on work that illustrates Landcare's strategic leadership. It concludes with comments on the future direction of the company.

Verification Completed

We interviewed the Chief Executive, exploring the basis for selecting the examples reported and content of the comments.

We explored the content and current status of Landcare's policy and approach to Intellectual Property.

We interviewed the Research Manager and explored research examples reported and their significance.

We reviewed documents and records supporting comments included about benefit-to-cost ratios from research work.

Conclusions

We concluded that the review included relevant examples of work over the reporting period and that the information presented was clear and accurate. We also concluded that information about benefit to cost ratios was useful to illustrate the significance of research in the wider context of sustainability in New Zealand. We concluded that review included some personal perspectives on CRIs and a strong personal commitment to ongoing improvement in TBL performance.

3.3 Headline Indicators

Commentary

The headline indicators present measurable performance information. The same indicators are presented as in the 2000/1 report.

Verification Completed

We verified the data supporting the reported indicators.

Conclusions

We concluded that the information reported was accurate, complete, clear and comparable with previously reported performance.

3.4 Progress & Achievements

Commentary

Progress and achievements provides an overview of progress in key performance areas. Text and photos are used to provide a broad range of examples.

Verification Completed

We reviewed reports presented to FRST on the Natural Heritage Management System and discussed this work with Senior Managers.

We discussed the Biosecure project work with Senior Managers.

We explored detail of work with Tuhoe in interview with the Scientist responsible for the project.

We reviewed reports presented to FRST on research completed for the Animal Health Board (AHB) and the Department of Conservation (DoC) and discussed Landcare's work with AHB with an AHB representative.

We examined records of DoC staff with offices at Landcare sites.

We reviewed programme records for EBEX and Enviro-Mark to confirm the number of companies greenhouse gas footprints were completed for and the number of companies using Environ Mark in the reporting period.

We confirmed the names of the ten companies Landcare worked with on triple bottom line reporting.

We confirmed the names of the four staff reported to be on secondment.

We identified the source of information about the Land Cover Database.

We discussed details of the CSIRO agreement and Research Associate arrangements with the Research Manager.

We reviewed data sources and calculations supporting information reported on Landcare's carbon dioxide emissions and footprint.

We reviewed published reports on Tourism and work on the Greenglobe programme.

We reviewed confidential briefing notes to the Minister of Research, Science and Technology supporting the reported information on carbon dioxide sink credits.

We reviewed records of links with overseas research teams, national origins of staff and post-graduate scholarships to confirm numbers reported.

We reviewed briefing material presented to the Minister of Research Science and Technology on work with Marsupial CRC and explored the nature and extent of this work in interview with the Research Manager.

We reviewed staff satisfaction survey results, recruitment data, scholarship records, results of a staff survey on community involvement, staff remuneration and lists of awards to confirm the reported numbers and information.

Conclusions

We concluded that the information presented was accurate and relevant, providing a neutral overview of progress and achievements for the reporting period.

3.5 Decade of Achievement

Commentary

This section of the report provides a very brief outline of some of the work Landcare has completed over the last ten years that has made significant contributions to a clean, green New Zealand.

Verification Completed

We explored and probed the selection of examples presented with the Strategic Development Manager.

We explored details of a sample of examples with the Research Manager, with Scientists involved in the Research and with a representative of the AHB.

Conclusions

We concluded that the overview of work completed over the decade was timely and relevant. We also concluded that, given the practical space constraints in a single report, the overview was appropriately illustrative rather than comprehensive

3.6 A Scientist's Footprint

Commentary

This section outlines an “indicative” footprint for a Landcare scientist based, for the most part, on data reported elsewhere in the Report.

Verification Completed

We reviewed source data and the basis of calculation of each reported component of the footprint. We discussed the basis of calculations (including the use of full time equivalents, number of staff in research teams and other denominators for each component).

Conclusions

We concluded that the indicative footprint measures (when supported by the summary sheet) were transparent and accurate. While some of the reported indicators could not be described as relevant (ie significant) we concluded that the overall presentation of a footprint was a useful and clear means to communicate information to stakeholders.

3.7 Approach to TBL Reporting

Commentary

This section provides commentary and an image presenting Landcare's approach to reporting and its involvement with other reporting organisations.

Verification Completed

We explored the approach in interviews with the Chief Executive Officer and the Strategic Development Manager. Our discussions with the Chief Executive Officer probed the link between Key Performance Indicators, the needs of stakeholders (in particular those of the Crown Companies Monitoring Advisory Unit –CCMAU) and selected Key Performance Indicators. Discussions with the Strategic Development Manager explored the identified stakeholders in the flax image compared with those covered in the stakeholder engagement section of the report; and the work Landcare is doing with other reporting companies.

Conclusions

We concluded that the description and the simple flow image was clear and presented Landcare's approach in a transparent way.

Recommendations

We recommend that future reporting (or supporting information) should provide more discussion of the practical difficulties, solutions and/or resolutions and compromises involved in determining relevant, inclusive and clear indicators to report on key performance areas.

3.8 Performance Against Targets

Commentary

This section tabulates performance against financial targets set in the 2001/2 Statement of Corporate Intent and non-financial targets developed in consultation with CCMAU. It records performance in the two previous years and targets for the 2002/3 year.

Verification Completed

We examined source data and the calculations (set out in Indicator Sheets) for each of the reported non-financial results for the 2001/2 year.

We examined and probed the basis on which results reported for the previous years had been changed for some indicators.

We discussed the basis on which the target reported for imputed carbon dioxide had been adjusted from that set in the 2001 Annual Report, to include provision for coal and gas use for which data had not previously been available.

We did not verify the information presented on performance against financial targets.

Conclusions

We concluded that the information presented about performance on non-financial targets was accurate, complete and comparable (with performance in previous years). We also concluded that the Indicator Sheets describing data sources and the processes to compile, analyse and calculate indicator values were transparent.

4 Science Making a Difference

4.1 Aligning our Science to Key Environmental Issues

Commentary

This section identifies Landcare's six main areas of science. It describes Landcare's leadership approach and work with government agencies to support environmental management and policy development. It graphically presents the degree to which Landcare science work contributes to identified government strategies, plans and programmes. Performance against the target for investment in research and human capital is reported.

Verification Completed

We discussed the areas of Landcare Research work relevant to the identified policy areas in interviews with the Chief Executive Officer, Strategic Development Manager and the Research Manager.

We reviewed supporting information presented to FRST overviewing Landcare's science work and its links to government strategy programmes.

We probed the basis on which percentage contributions were determined.

We examined specific areas (biodiversity, Biosecurity, tourism, climate change) in more detail in interviews with the relevant science staff and managers.

We probed the basis of figures reported for performance against the investment target.

Conclusions

We concluded that the information presented helped to place Landcare's performance in delivering science research outcomes in the wider context of sustainability in New Zealand. We also concluded that the presentation of contributions as percentages was indicative and illustrative (rather than accurate) but that it was likely to be useful and clear for a number of stakeholders.

4.2 Helping Achieve a Tb-free New Zealand

Commentary

This section profiles Landcare's work with the Animal Health Board (AHB) on pest control. It outlines how pest control is important for Tb eradication and why Tb eradication is important for New Zealand. The role of AHB and the National Pest Management Strategy are outlined. Specific Landcare research work and how it has been applied by the AHB is described.

Verification Completed

We reviewed the material presented in the report and probed its relevance, importance and contribution to the AHB's Tb programme in interview with the AHB Technical Manager.

Conclusions

We concluded that the reported information accurately recorded the nature and importance of the contribution Landcare's research has made to AHB Tb eradication work. We concluded that the reported information was relevant, in particular illustrating by example the contribution of Landcare's research outputs in the context of sustainability in New Zealand.

4.3 Reducing the Environmental Cost of Tourism

Commentary

This section profiles work of Landcare Research on the environmental impacts of tourism and input Landcare has made to the tourism strategy group of the Tourism Industry Association of New Zealand (TIANZ).

Verification Completed

We discussed this area of research in an interview with the responsible Science Manager.

We reviewed draft supporting text to be included on the Landcare Website.

We reviewed four papers and reports (see References 2-6) on the research work reported.

We reviewed EBEX programme records confirming TIANZ participation in the programme.

Conclusions

We concluded that the report presented an accurate and relevant overview of Landcare's work on environmental impacts and tourism. The overview provided an example of how Landcare's research outputs contribute to knowledge and understanding of sustainability issues in New Zealand.

4.4 National Vegetation Survey

Commentary

This section profiles ongoing work Landcare is involved in developing and managing the National Vegetation Survey (NVS) databank. The significance of the databank to carbon monitoring and new developments for managing and accessing the data included in the databank are outlined.

Verification Completed

We reviewed the NVS Annual Report for the 2001-2 year compiled by the two scientists responsible for this work.

We interviewed the NVS Director, examining the importance of the NVS databank for the Ministry for the Environment's carbon monitoring strategy.

We viewed the databank on Landcare's website and new user features that are to be added to the publicly available information and discussed data control and management aspects with the NVS Director.

We reviewed a published paper on the NVS database (Reference 7).

Conclusions

We concluded that the reported information accurately represented the databank. We also concluded that information reported about how the databank is important for carbon monitoring and developments in access to the databank and Meta data was relevant and timely.

4.5 Biological Collections & Natural Resource Databases

Commentary

This section briefly describes the collections and databases managed by Landcare Research. It describes how these databases are used, how they are important to support research, resource management and biosecurity management. Developments in the databases over the reporting period are also described.

Verification Completed

We reviewed the information presented in the report against the Database Update and Use Summary records for 1 July 2001-20 June 2002.

We discussed use and importance of the database information for resource management with the NVS Director.

Conclusions

We concluded that the reported information accurately reflected the records of database updates. We also concluded that information about the databases and how they support environmental management activities was relevant and information about database developments in the reporting period was timely.

4.6 Working with Ngati Porou, Tuhoe and DoC

Commentary

This section outlines project work with Ngati Porou assembling a knowledge base of Maori information and values for the Waiapu catchment and project work with Tuhoe and Department of Conservation on the Waikaremoana kiwi recovery programme.

Verification Completed

We discussed the Waiapu and Waikaremoana projects in detail in interviews with the relevant scientists. We probed background, scope, objectives and outcomes from the research work, the significance of the research and reasons for reporting in this reporting period. We explored the extent of information about the projects available, or expected to be made available in published sources (including the Landcare website).

Conclusions

We concluded that the Waiapu and Waikaremoana projects were relevant examples of science work completed in partnership/collaboration with iwi. We also concluded that reporting of the Waikaremoana project (in particular) in this reporting period was timely, given the completion of research and handover of future management of the kiwi recovery programme.

We concluded that the information on support for Maori students was accurate.

Recommendations

Reporting of scientific findings of the research work at Waiapu and Waikaremoana are yet to be reported and/or published. We recommend that information about the approach taken to, and lessons learned in, the projects completed with iwi also be reported and communicated to interested audiences.

4.7 Interconnectivity

Commentary

This section outlines how Landcare Research works in partnership with other researchers, stakeholders and agencies. It reports some statistics for funding sources, collaborative work with Universities and visits by scientists to international researchers and research organisations. It also reports performance against targets set in the 2001/2 Annual Report.

Verification Completed

We explored the nature of partnerships and collaborative work in interviews with the Strategic Development Manager, the Human Resources Manager and the Research Manager.

We reviewed records of secondments, data supporting reported percentages of funding sources for research work and data supporting reported statistics on international visits.

We reviewed example diary records and records of meetings with other agencies.

We discussed the arrangements for an alliance with the University of Auckland and progress on relocation of Landcare's Auckland operations to Tamaki Campus with the Research Manager.

Conclusions

We concluded that statistics reported were accurate. We also concluded that information about Landcare's collaborative approach with other agencies is relevant.

4.8 Sustaining Environmental Science and our Community

Commentary

This section describes the sort of community activities Landcare supports and provides examples of activities that have been supported. Statistics on media coverage and Landcare support provided to Maori students are also reported.

Verification Completed

We interviewed Landcare's media officer and reviewed records and procedures to track media coverage.

We reviewed source lists of Landcare staff involved in directorships, editorial and advisory positions.

We sighted records for the support being provided to Maori students and discussed the nature of this support with the Human Resources Manager and Strategic Development Manager

Conclusions

We concluded that the statistics reported were accurate.

5 Our Environmental Performance

5.1 Environmental Management

Commentary

The report provides an overview of Landcare's environmental management system and its certification status. It identifies Landcare's environmental management commitments and reports the number and overall environmental impacts of incidents recorded during the year.

Verification Completed

We reviewed records of the reported incidents and the corrective and preventive action undertaken.

We interviewed the Environmental Auditor and Coordinator to explore the nature of the incidents and action taken.

Conclusions

We concluded that the information reported about incidents was accurate. We also concluded that the information reported on performance in the Annual Report demonstrated that Landcare's stated commitments were being realised.

5.2 Optimising Resource Use

Commentary

This section reports resource use and waste information and data covering: paper, toner cartridges, solid waste (Lincoln), energy use and travel.

Verification Completed

We reviewed data sources and calculations (including Indicator Sheets) for each reported indicator.

We examined and probed the basis of changes to reported statistics on energy use to accommodate new information about coal and gas used.

We explored how data was interpreted in interview with the Environmental Auditor and Coordinator, in particular, where data is not consistently available for all sites.

Conclusions

We concluded that the information presented was accurate, complete and transparent (particularly when examined alongside the Indicator Sheets). We also concluded that some of the reported indicators are more relevant (significant) than others, noting that selecting indicators is part of an ongoing process of measuring and learning to support Landcare's long-term goal to achieve zero waste.

We concluded that comments relating paper recycling data to savings in raw materials (trees and plantation forest areas) were helpful, providing a wider sustainability context for the reported performance data.

5.3 Our Eco-Balance

Commentary

This section reports on the sustainability costs of Landcare's carbon dioxide emissions. It presents data on imputed emissions from energy use and travel and reports action taken by Landcare to reduce and offset emissions. It also reports performance against targets set in the 2001 Annual Report.

Verification Completed

We reviewed the data inputs to the calculations for imputed carbon dioxide emissions and the Indicator Sheet, but did not review the calculations completed.

We reviewed EBEX programme records, including the certificate issued to sequester 200 tonnes of carbon dioxide.

We reviewed the Indicator Sheet for native forest restored to offset carbon dioxide emissions and discussed the data with an EBEX staff member.

We discussed performance against targets with the Environmental Auditor and Coordinator, probing those not covered by data reported in the text.

Conclusions

We concluded that information reported on planting to offset carbon dioxide emissions was accurate. We also concluded that the overall eco-balance information was relevant and helped to place Landcare's performance in a wider sustainability context.

We concluded that the report accurately presented progress against targets.

5.4 Field Work Impacts

Commentary

This section provides an overview of field work and practices to minimise the effects of field work on the environment. It also reports performance against the target set in the 2001 Annual Report.

Verification Completed

We reviewed supporting information on field work impacts collated by the Strategic Development Manager.

We reviewed data prepared and proposed to be reported in the supporting website information on hip cotton.

We interviewed the Senior Field Leader and the Strategic Development Manager and discussed the source of data in the scale of field work (based on survey of science staff and teams) but did not review original source data.

Conclusions

We concluded that the information reported (and in particular the photographs included) provided a good indication of the scale of field work. We also concluded that the supporting information identified impacts of field work but that measures of the impact (except for those concerning animals in research discussed below) are yet to be developed and reported.

Recommendations

Landcare has identified a range of impacts from field work and recorded some initial assessment of the significance impacts. We recommend Landcare continue work in this area to determine which impacts are most significant and to develop appropriate means to measure the impacts.

5.5 Animals in Research

Commentary

This section provides a brief overview about animals used in Landcare Research and is to be supported by further data on the website, It also reports performance against targets set in the 2001 Annual Report.

Verification Completed

We interviewed the scientist responsible for administration support for the Animal Ethics Committee and the scientist responsible for collating data on animal bycatch.

We reviewed data sources and calculations supporting data and regulatory compliance reported in the Annual Report and proposed to be included on the Landcare Website.

We discussed the interpretation of reported data, in particular in terms of the variability of numbers from year to year.

Conclusions

We concluded that the information presented was accurate, complete, timely and relevant.

5.6 New Organisms & Genetically Modified Material

Commentary

This section identifies areas of Landcare's research that involve new organisms or genetically modified material. It reports compliance with relevant regulatory requirements and work completed in the reporting period to improve internal procedures. Work on the possum fertility project is briefly highlighted as an example.

Verification Completed

We interviewed the Science Manager with overall responsibility for research in this area and the Lincoln Institutional Biological Control Officer.

We sighted records of applications and approvals from the Environmental Risk Management Authority (ERMA) and reviewed records of MAF containment audits.

We discussed the audit ERMA completed on the Biological Safety Committee in August 2001 with the Biological Control Officer.

We explored the nature and examples of research in the area identified in the report in our interview with the relevant Science Manager.

We reviewed internal procedures developed to guide staff through the applicable regulatory requirements and ensure all appropriate approvals are obtained.

Conclusions

We concluded that the information presented in the report was accurate and relevant, particularly in the light of the current level of public awareness and concern over genetic modification.

6 Sustaining Our People and their Knowledge

6.1 Investing in Knowledge, Skills and Networks

Commentary

This section reports and presents data on postdoctoral, undergraduate and sabbatical fellowships, research networks, staff training and staff development. It also reports performance against targets.

Verification Completed

We interviewed the Human Resources Manager, the Strategic Development Manager and the Chief Executive Manager.

We explored the basis of calculations and systems and processes to collate and control the quality of data.

We explored and probed the significance of performance reported against targets, in particular the coverage and staff participation in the voluntary personal development programme.

We reviewed source data and records supporting the numbers reported.

Conclusions

We concluded that the information reported was accurate, complete and comparable. We also concluded that some data reported was more relevant than other data. For example, reported data on training investment included travel costs and expenses, which may not reflect the value of the investment in actual training and development.

We concluded that Landcare had made significant improvements to systems to ensure data quality.

6.2 Recognition and Reputation of our Staff

Commentary

This section reports and presents data on Landcare Research's most cited published papers, publications and formal professional recognition of staff.

Verification Completed

We interviewed the Human Resources Manager and reviewed source data and records supporting the numbers reported.

We discussed the source of data on publications and means to manage this data using the "research manager" software on the Intranet with an Information Officer.

Conclusions

We concluded that the information and data reported was accurate, complete, comparable and relevant.

6.3 Recruitment, Retention and Diversity

Commentary

This section reports and presents data on recruitment, staff turnover, diversity, staff numbers, industrial relations and rewarding staff.

Verification Completed

We reviewed data sources and the basis of data compilations and supporting calculations.

We interviewed the Human Resources Manager and the Chief Executive Officer exploring in detail the basis for selecting the information reported.

We did not verify information reported on industrial relations.

Conclusions

We concluded that the information and data presented was accurate and complete, and that information for some data was comparable with previous years. We also concluded that some of the data reported was more relevant than other data, but noted that the decisions about what to report had been influenced by the requirements of the Crown Research Institutes Act and engagement with CCMAU.

Recommendations

Selecting relevant and meaningful indicators for effective strategic human resource management and measuring performance is a challenge facing all organisations. We recommend that Landcare continues to investigate and explore the most relevant and appropriate indicators for strategic human resource management and reporting so as to maintain a leadership position for this area of sustainability reporting.

6.4 What its Like to Work at Manaaki Whenua

Commentary

This section reports findings from a staff opinion survey.

Verification Completed

We reviewed source data, information about the survey method and data analysis and information about how the survey findings were reported to management.

We interviewed the Human Resources Manager and explored the results, the interpretation of results.

Conclusions

We concluded that the information and data reported was accurate, complete, relevant and comparable. We also noted that the report did not provide interpretation of the results or information about information about how the findings will or are being used.

Recommendations

We recommend that Landcare consider including more interpretation and information about how survey results are or will be used to measure and improve human resource management in future reports.

6.5 Health and Safety

Commentary

This section reports and presents data on health and safety performance and on personal and family security. It also reports against health and safety performance targets.

Verification Completed

We reviewed source data including the accident register and data collated from timesheet and examined the how this information was compiled.

We explored source data and the basis on which previously reported data on financial security benefits was modified to reflect more accurate data now available.

We interviewed the Human Resources Manager.

Conclusions

We concluded that the information and data reported was accurate, complete and comparable. We also concluded that Landcare had made improvements to its systems to ensure data accuracy and quality control.

7 Key Stakeholders

Commentary

This section identifies key stakeholders, describes how Landcare engages with them, outlines the consultation specifically on the Annual Report and identifies interests of the stakeholders and how these are covered in the Report.

Verification Completed

We reviewed records of meetings reported, including diary information, notes and minutes.

We discussed the nature, timing and content of meetings, discussions and other forms of reported engagement, in detail in interviews with the Chief Executive, Research Manager, Human Resource Manager and Strategic Development Manager.

We discussed coverage of the community and iwi in this section of the Report with the Strategic Development Manager.

Conclusions

We concluded that Landcare has taken an inclusive approach with stakeholders and that information obtained from engagement has been used to focus and improve the quality of this Annual Report.

Recommendations

We recommend that Landcare more expressly report engagement with the community and iwi as key stakeholders in future reports.

8 Corporate Governance Statement

Commentary

This section of the report outlines governance arrangements for Landcare Research, including Board responsibilities, operations, meetings, committees and appraisal; subsidiary companies; conflicts of interest; guiding philosophy and code of ethics; and Landcare's planning and reporting framework.

Verification Completed

We interviewed the Company Secretary, Finance and Administration Manager and the Chief Executive Officer.

We explored the level of input of Board members to this section of the Report and the source of information setting out Board responsibilities in the interview with the Company Secretary, Finance and Administration Manager.

We reviewed minutes of Board meetings and meetings of the Audit and Risk Management Committee. We examined parts of minutes recording Board members identifying conflicts of interest.

We reviewed a sample of four board reports and one quarterly report.

We discussed the processes used to review and appraise performance.

We explored details of the processes for preparing the annual Statement of Corporate Intent, Strategic Business Plan and supporting Science, Operating and Corporate Plans. We sighted records of the process of approval of the Statement of Corporate Intent and Business Plan by the Minister.

Conclusions

We concluded that the information describing corporate governance was accurate and clear.

9 References

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4. Becken S et al, July 2001 “Energy Consumption Patterns in the Accommodation Sector- the New Zealand Case.” *Ecological Economics* 39 (2001) p 371-86.
5. Becken S, 2002 “Analysing International Tourist Flows to Estimate Energy Use Associated with Air Travel.” *Journal of Sustainable Tourism*, Volume 9.
6. Becken S et al, 2001 “Understanding Energy Consumption Patterns of Tourist Attractions and Activities in New Zealand.” *Tourism Management* 23 p 343-54.
7. Wisser et al, 2001 “Managing biodiversity information: development of New Zealand’s National Vegetation Survey databank.” *New Zealand Journal of Ecology* (2001) 25(2) 1-7.

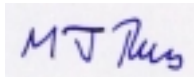
10 Applicability

This report has been prepared for the benefit of Landcare Research with respect to the particular brief given to us and it may not be relied upon in other contexts or for any other purpose without our prior review and agreement.

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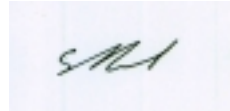
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