

I hereby give notice that an Ordinary meeting of the
Remuneration and Development Committee

will be held on:

Date	Wednesday 13 February 2019
Time	2.00 pm
Venue	Kauri Museum Function Centre Board Room – 5 Church Road, Matakohe

Agenda

Membership

Chair: Mayor Jason Smith

Members: Deputy Mayor Peter Wethey and Councillors Anna Curnow, Libby Jones and Andrew Wade

Staff and Associates:

General Manager People and Capability, Governance Advisor

Contents

		Page
1	Opening	
1.1	Present	1
1.2	Apologies	1
1.3	Confirmation of Agenda	1
1.4	Conflict of Interest Declaration	1
2	Confirmation of Minutes	1
2.1	Confirmation of Open Remuneration and Development Committee minutes 06 April 2018	3
3	Decision	9
3.1	Chief Executive review process	11
4	Information	15
4.1	Elected member collective development	17
5	Public Excluded Remuneration and Development Committee Agenda 13 February 2019	19
6	Open Remuneration and Development Committee Agenda 13 February 2019	21
	Closure	21

Remuneration and Development Committee meeting

Tuesday 13 February 2019, Matakoho

1 Opening

1.1 Present

1.2 Apologies

1.3 Confirmation of Agenda

The Committee to confirm the Agenda.

1.4 Conflict of Interest Declaration

Committee Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a Committee member and any private or other external interest they might have. It is also considered best practice for those members to the Executive Team attending the meeting to also signal any conflicts that they may have with an item before the Committee.

2 Confirmation of Minutes

2.1 Confirmation of Open Remuneration and Development Committee minutes 06 April 2018

Governance and Procedural Advisor 1613.02

Recommended

That the unconfirmed Open minutes of the Remuneration and Development Committee meeting held 06 April 2018 be confirmed as a true and correct record.

Remuneration and Development Committee

Minutes

Date	Friday 06 April 2018
Time	Meeting commenced at 1.00pm Meeting concluded at 1.39pm
Venue	Paparoa Sports Pavilion, Paparoa
Status	Unconfirmed

Membership

Chair: Mayor Jason Smith

Members: Deputy Mayor Peter Wethey and Councillors Anna Curnow, Libby Jones and Andrew Wade

Staff and Associates:

Acting Chief Executive, Governance and Procedural Advisor

Contents

1	Opening.....	3
1.1	Present.....	3
1.2	Apologies	3
1.3	Confirmation of Agenda	3
1.4	Conflict of Interest Declaration	3
2	Public Excluded Remuneration and Development Committee minutes 06 April 2018....	4
3	Open Remuneration and Development Committee minutes 06 April 2018.....	5
3.1	Other business – Training.....	5
	Closure	5

Minutes of the Remuneration and Development Committee meeting

Friday 06 April 2018, Paparua

1 Opening

Pursuant to Clause 22(1), Schedule 7 of the Local Government Act 2002, the Mayor has called an Extraordinary meeting of the Remuneration and Development Committee.

1.1 Present

Mayor Jason Smith (Chair), Deputy Mayor Wethey and Councillor Jones
Councillors Curnow and Wade attended via audio link

In Attendance

Name	Designation	Item(s)
Peter Tynan	Acting Chief Executive	All
James Bews-Hair	Governance and Procedural Advisor (in lieu of General Manager Governance, Strategy and Democracy)	All (Minute-taker)

1.2 Apologies

Nil.

1.3 Confirmation of Agenda

Moved **Wethey/Jones**

That the Remuneration and Development Committee confirm the Agenda for 06 April 2018.

Carried

1.4 Conflict of Interest Declaration

Nil.

2 Public Excluded Remuneration and Development Committee minutes

06 April 2018

Moved Smith/Wethey

That the public be excluded from the following part of the proceedings of this meeting namely:

- *Chief Executive recruitment: Recommendation to Council.*

The general subject matter of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under s48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
<i>Chief Executive recruitment: Recommendation to Council</i>	<i>Section 7(2)(a) protect the privacy of natural persons, including that of deceased natural persons Section 7(2)(b)(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</i>	<i>Section 48(1)(a) that the public conduct of the whole or relevant part of the proceedings of the meeting would likely to result in the disclosure of information for which good reason for withholding would exist</i>

Carried

3 Open Remuneration and Development Committee minutes 06 April 2018

3.1 Other business – Training

The Committee discussed that on 14 April 2018 Councillors will receive training on:

- *Representation review (by Dale Ofsoske, Election Services Ltd); and*
- *Skills matrix (Jill Calogaras, Local Government New Zealand).*

Closure

The meeting closed at 1.39pm.

Confirmed

Chair

Kaipara District Council

Paparoa

3 Decision

File number: 22/SPF/D **Approved for agenda**
Report to: Remuneration and Development Committee
Meeting date: 13 February 2019
Subject: Chief Executive review process
Date of report: 30 January 2019
From: Jason Marris, General Manager Governance, Strategy and Democracy
 Hannah Gillespie, General Manager People and Capability

Report purpose **Decision** **Information**
Assessment of significance **Significant** **Non-significant**

Summary

To discuss and agree the process for determining the Chief Executive's (CE) objectives and monitoring progress against these objectives.

Recommendation

That the Remuneration and Development Committee:

- 1 *Approves that LGNZ Equip Limited are engaged to deliver the Equip Executive Performance Programme for the Chief Executive; and*
- 2 *Delegates the General Manager People and Capability the authority to finalise the agreement with LGNZ Equip Limited; and*
- 3 *Notes that once the engagement has been confirmed, LGNZ Equip Limited will commence the process and report to a future Remuneration and Development Committee.*

Reason for the recommendation

To determine the process for setting and monitoring the CE's objectives.

Context

The Chief Executive is the only member of Kaipara District Council (KDC) staff who is employed by the Council. The Remuneration and Development Committee has the delegation to agree the CE's annual performance objectives and conduct the performance review, in line with each financial year.

Louise Miller commenced in her role on 24 September 2018 and due to the Christmas recess period this is the first time that this Committee has met since. It is important that the CE has agreed performance objectives and a process for managing performance against these objectives.

It is also important that the setting and ongoing monitoring of the CE's objectives is robust, fair, professional and as transparent a process as possible. The Kaipara District community need confidence that the CE role is being performed with the appropriate level of direction and oversight from the Council.

Options

Option A is for Council to engage an external organisation such as LGNZ Equip Ltd to manage the process. LGNZ Equip Ltd deliver this programme already for many New Zealand Territorial Authorities

and are experienced in this area of the sector. **Attachment One** provides a summary document explaining the Equip Executive Performance Programme operated by LGNZ Equip Ltd.

This annual programme: reviews current CE performance agreements and performance measures; creates a tailored performance plan with appropriate key performance indicators aligned to the organisation; provides three-monthly reviews and sector remuneration advice; and includes the provision of significant advice and guidance. This work would be reported to the Committee for agreement, review and decisions.

The benefits of using a provider like this include:

- A robust and tested system used by many New Zealand Territorial Authorities
- Managed externally so removes staff from the process
- Builds a tailored performance plan aligned with KDC's and the CE's needs
- Personal service and regular face-to-face reporting
- Ensures community confidence.

One of the considerations with using a provider to deliver this product is cost. It must be noted that if a formal and professional process is not in place to manage performance, this could incur unforeseen costs in the long term. The formal proposal was not available at agenda production but it will be provided at the meeting. It is intended that the cost will be absorbed within current budgets.

Option B is to manage this process internally with the Committee and Council staff. The benefit of this option is that it could be cheaper in the short term (see comment above).

The drawbacks of this option include:

- Could place staff or the CE in a difficult position
- May not provide a high level of community confidence
- Will not provide as robust or tested system to manage performance.

Recommended option

The recommended option is **Option A**.

Next step

If the committee agrees to engage LGNZ Equip Ltd to deliver this service, the General Manager of People and Capability has been provided the authority to finalise the agreement.

It is important that a performance plan is agreed as soon as possible with the CE. LGNZ Equip Ltd will commence this process and it will be reported to a future Remuneration and Development Committee (possible an extraordinary meeting) for review and agreement.

Attachment

1 Equip Executive Performance Programme Information



Equip Executive Performance Programme

Councils are multi-million dollar operations with substantial responsibilities to the communities they serve. LGNZ believes local government staff and elected members should run the councils they are entrusted to operate with the governance skills, financial knowledge and risk management expertise of leading professionals.

Equip has designed a performance management service that will provide chief executives and senior management with the practical and intellectual tools necessary to confidently deliver effective results for New Zealand communities.

Equip can also work directly with your leader in an on-going mentoring capacity to provide executive support, and assist to identify and resolve any emerging issues before they escalate.

Equip's Executive Performance Programme Offering

The Executive Performance Programme delivers services that promote capability, better decision making, effective management and strong leadership skills in participants.

Our services are backed by in-depth research into what makes effective professional leaders in the public and private sectors, supported by LGNZ's extensive local government experience and intimate knowledge of the sector.

Services support your leader with direction and clarity, giving the Council a strong basis to measure output and achievements in a healthy and productive manner.

To deliver the very best value, and outcomes, we have bundled this service into an annual package that can be tailored with our wider suite of executive HR services to meet your needs.

Equip's Service Excellence

Our annual support package includes:

- a complete review of current chief executive or senior managers' employment agreements and performance measures;
- Equip staff who work with you one-on-one to create measures and goals that are in line with the Council's strategic intent, establishing a tailored performance plan with appropriate KPIs aligned with your organisation's needs;

- performance management which will be reviewed and refreshed every three months as part of Equip's monitoring service. Equip provides detailed feedback on performance standards highlighting strengths and development areas and suggesting action plans to improve performance;
- a professional development programme created for your leaders that recommends training, personal development and/or mentoring for improved performance;
- current sector remuneration advice, substantiating annual market movement across the sector with a quartile scale based on similar sized councils in New Zealand; and
- up to three visits a year to meet with the participant, mayor or council committee as well as unlimited telephone or Skype support for any confidential and general employment guidance.

Additional performance management services

We can also facilitate other services on your behalf including:

- 360° Feedback;
- links into IBM Kenexa 'Best Places to Work Survey' or similar 'whole of Council' surveys;
- access to expertise in:
 - specialised conflict or dispute resolution;
 - legal opinion or legal assistance to your Council;
 - co-ordination of health and stress-related care;
 - coaching – professional assistance on key competencies; and
 - specialist advice in local government employment processes.

In the event that an employment-related matter escalates we are experienced in supporting councils by providing assistance as early as possible to resolve the issue. To support this process we have access to specialist external professionals who we can engage on the Council's behalf to support you.

4 Information

File number: 22/SPF/D **Approved for agenda**

Report to: Remuneration and Development Committee

Meeting date: 13 February 2019

Subject: Elected member collective development

Date of report: 30 January 2019

From: Jason Marris, General Manager Governance, Strategy and Democracy

Report purpose **Decision** **Information**

Assessment of significance **Significant** **Non-significant**

Purpose

The Remuneration and Development Committee has the responsibility to oversee development needs for councillors. This report updates the Committee on progress with collective development opportunities for the remainder of the term.

Recommendation

That the Remuneration and Development Committee:

- 1 *Notes that the priorities for collective elected member development for the remainder of 2019 were identified as iwi relations training and governance development; and*
- 2 *Notes that a workshop on iwi relations was held on 29 January 2019, and that a suite of on demand webinars covering governance related topics have been made available to elected members.*

Background

In April 2018, elected members held a development session with Jill Calogaras from Local Government New Zealand (LGNZ). One of the outputs from this session was for each elected member to self-identify their top three individual development goals. These themes are highlighted in Table One below. Individual development needs are being progressed when requested. As an example, some elected members attended the Charing Meetings training hosted by Northland Regional Council in August 2018.

Table One: Individual elected member development themes

▪ Charing meetings	▪ Cultural development/iwi relations
▪ Quality decision-making: Resource Management Act, Local Government	▪ LG sector knowledge
▪ Financial decision-making and transparency	▪ Leadership and delegation
▪ Service delivery	▪ Asset management

Some of the above individual ideas could be translated into collective training opportunities and previous informal Council discussions also highlighted iwi relations and governance development as opportunities.

A Council Briefing was held on 06 December 2018 to discuss the development opportunities for the remainder of the term. The aim was to target opportunities to ensure that best value is received for training, given the Local Government elections are being held in October this year.

Direction was provided at the briefing to focus on the following priorities for 2019:

- Iwi relations via an in-house workshop
- Governance development through cost effective LGNZ webinars.

Iwi Relations

Council's Iwi Relations Manager ran a workshop on 29 January 2019 for elected members covering the following topics:

- Introduction to Te Tūkirunga model to understand engaging with Māori
- Understanding of Māori tikanga and kawa
- Identify Iwi, Hapū within our District
- Understanding of MoU and MEA.

The workshop was well received and attended.

Governance development

The on demand webinar programme was made available to elected members in December, covering the governance related topics below. This is a cost effective method that allows for self-paced learning.

- Meeting procedures
- Decision-making and the LTP
- The 1991 RMA
- Engagement and consultation
- Council performance
- Stewardship and looking after your assets
- Strategy
- Partnership with Iwi
- Council-Maori participation arrangements
- Rules and regulations
- Financial management and funding
- Good employer governors
- Health and safety for elected members

5 Public Excluded Remuneration and Development Committee Agenda

13 February 2019

Recommended

That the public be excluded from the following part of the proceedings of this meeting namely:

- *Confirmation of Public Excluded Remuneration and Development Committee minutes 06 April 2018.*

The general subject matter of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under s48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:	Reason for passing this Resolution	Ground(s) under Section 48(1) for the passing this resolution:
<i>Confirmation of Public Excluded Remuneration and Development Committee minutes 06 April 2018</i>	<i>Section 7(2)(a) protect the privacy of natural persons, including that of deceased natural persons Section 7(2)(b)(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</i>	<i>Section 48(1)(a) that the public conduct of the whole or relevant part of the proceedings of the meeting would likely to result in the disclosure of information for which good reason for withholding would exist</i>

6 Open Remuneration and Development Committee Agenda 13 February 2019

Closure

**Kaipara District Council
Dargaville**