



WatsonPeters

KAIPARA DISTRICT COUNCIL

Executive Performance and Support January 2019

CONTEXT

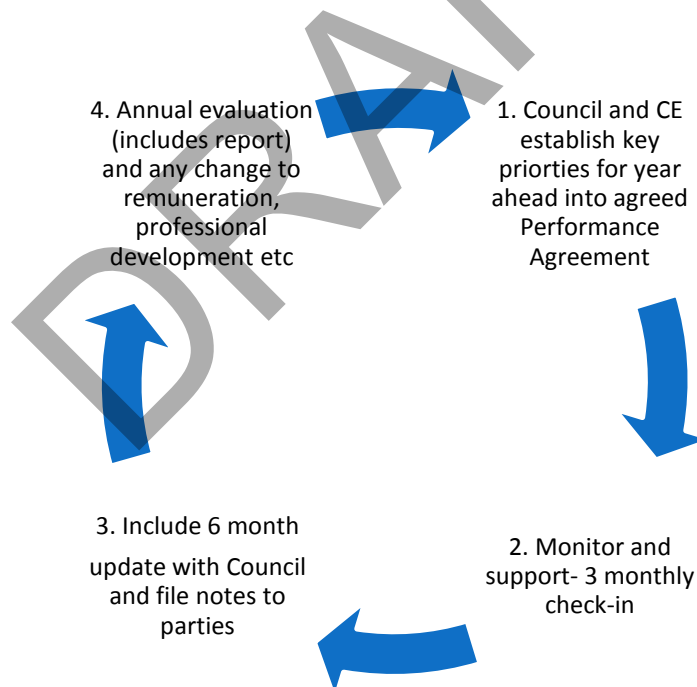
THE SCOPE OF WORK AND CONTRACT IS FOR THE ANNUAL EXECUTIVE PERFORMANCE AND SUPPORT PACKAGE.

This annual package generally comprises a year- long process of support, coaching, goal setting and performance evaluation. Fundamental to this are clear expectations, accountability, healthy communication and the monitoring of performance results.

The aim of my work is to **optimise**:

- Council achievements for a year and within a term of Council; and
- the skills and strengths of a Chief Executive.

The typical performance review and support cycle is depicted below. For Kaipara this would start at step one – but I suggest a formal **6-month review** before the election, possibly in June/ July before the election effect takes hold, and then the next formal review June/ July 2020.



BACKGROUND

1. BACKGROUND

WatsonPeters approach to optimising and measuring performance of CEOs in local government is detailed below:

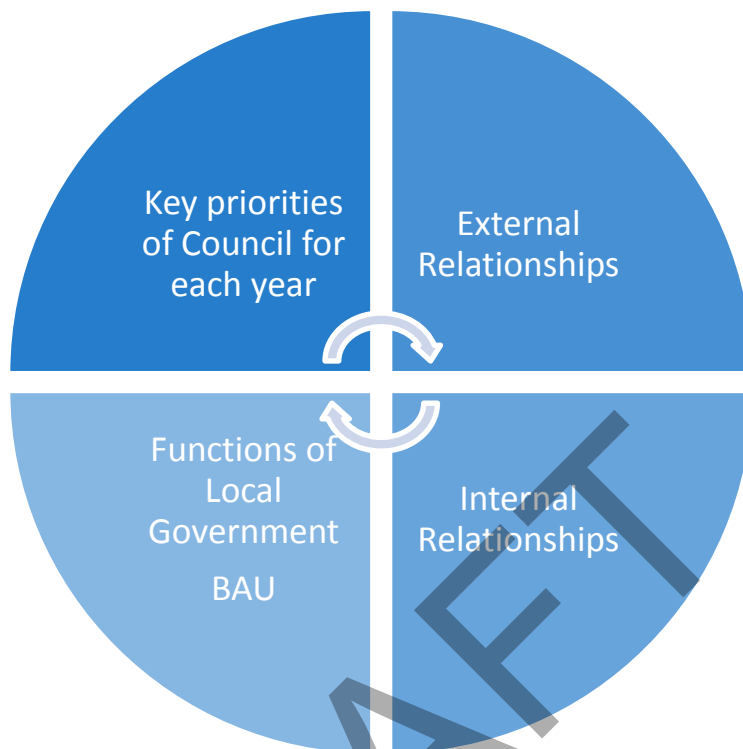
CEOs in this sector are expected to have strong general managerial skills and some industry specific skills. The role of the local government CEO is very broad - reflecting the breadth of council operations, the relationships with elected members, stakeholders and staff all working in a dynamic political environment.

The formal duties and role of the Chief Executive are set out generally in 3 documents.

- 1) The Local Government Act.
- 2) The Job Description often attached to the Individual Employment Contract (IEA).
- 3) Annual Performance Agreements that set the focus and emphasis for each year.

I set out below what I consider the main parts of the local government CEO's role – taken from the Act, Job Descriptions and source documents. I use this concept when setting up the Performance Agreement KPIs, coaching Chief Executives and then shaping the Annual Survey for feedback from elected members, staff and stakeholders.

I have developed this process (over) after working for 20 years in local government environment using my reflections and insights. This working experience has included the role of Mayor and Deputy Mayor in Whangarei, Chair of the CE Review Committee, Independent RMA Commissioner around New Zealand and as staff member - HR Manager. I have a Master's degree in Management (Leadership and Performance).

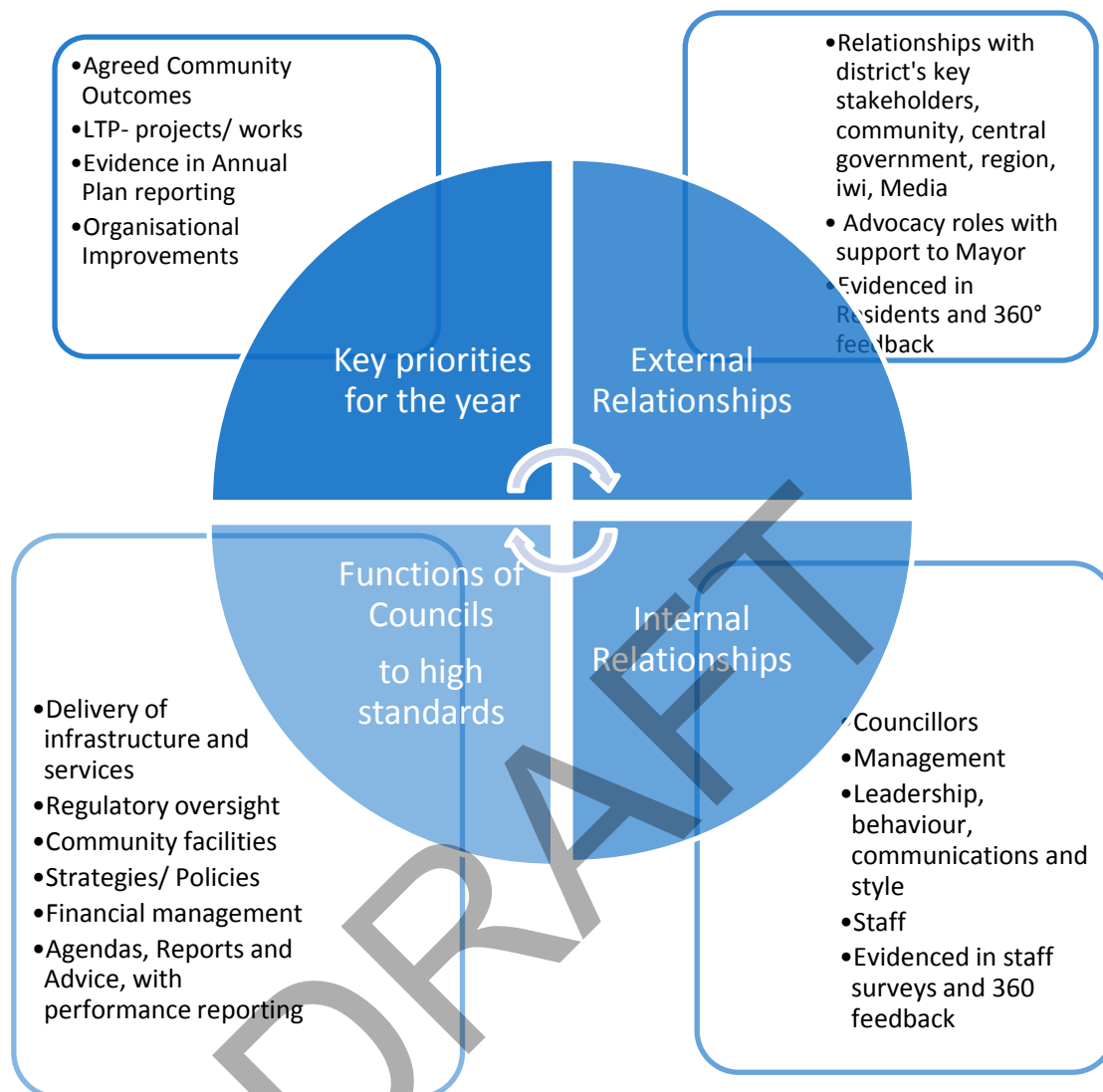


From this framework we can recognise and observe skills and achievements.

- Each part can provide measureable advancements and feedback.
- We can support progress, coach and learn from behaviours, skills and style.

In this way, we set a Performance Agreement and then support and monitor a Chief Executive's performance and assist Council achieve the outcomes and relationships that are important for success.

The detail of this is shown in the Figure below.



The left- hand quadrants (above) provide readily available evidence and reporting of achievements without any extra cost, each year.

The CEO can utilise this evidence in their self-assessment and Councillors should be aware of achievements, challenges and progress. The right- hand quadrants can be assessed by observations, interviews, simple annual email surveys or 360° recognised assessment tools as desired.

I recommend around 5 critical success factor (KRA) s per year if possible, to give focus and energy on Council’s strategic outcomes each year and to make the most of the CEO’s motivators, energies and skills.

There will be other key achievements required by Council for the year, to provide elected members assurance of progress and high professional standards right across Council.

I work with the CEO to see how the wider organisation and executive team can help with the delivery of these.

The CEO is accountable for organisational performance across all of Council, but the aim generally is to try to use a CEO's strengths, aligned to key priorities of Council and desired community outcomes.

We aim to build and maintain warm and positive work relationships with the CEO, Mayor and elected members. My WatsonPeters approach and annual services encourage, coach and assist this through the year. Performance discussions are best done regularly through the year weekly, monthly and as milestones or issues occur.

People want to hear how they are getting on, feel supported, celebrate successes and deal with challenges in a timely and meaningful manner. This is best done with colleagues and supervisors around them.

The relationship between Mayor and CEO is critically important.

The Annual Evaluation is an independent service that WatsonPeters facilitates, the day-to-day performance conversations however as part of leadership (governance and management) and need commitment from each party. This service – checks and assists the rapport building wherever possible.

THE ANNUAL REVIEW PROCESS

Kaipara Strategic Framework – Into Action

- 1) EquiP - Develop one-page Image Summary of Strategic direction and Priorities for CE Performance Agreement and use in Council agendas by Steven Finlay/ Pamela Peters

Incorporating and Kaipara District Long- Term Plan (LTP) and the Kaipara KickStart Strategy and Phase 1 Actions

Vision – in LTP “Thriving Communities Working Together”

Kaipara Kick Start- This project aims to begin the redevelopment of the biggest harbour in New Zealand. An investigation and analysis of financial and economic benefits for a network of wharves together with stakeholder engagement will be conducted, followed by the development of detailed planning required for subsequent phases of the project.

2. Pamela Peters: Develop and Finalise with Council and CE a Performance Agreement for the year 30th January – 1 December 2019 from agreed strategic framework with desirable and achievable targets.
3. Work with CE to design a professional development and support programme, with regular monitoring and support through the year by end of February 2019.
4. Check on processes for annual leave, study leave and expenses are agreed between parties.
5. Catch up by phone, skype and in person through the year.
6. Facilitate a six- month review – in June / July with CE and Council from a 12 month Performance Agreement (for this year only)– to give CE Feedback and guidance for year, next formal review June/ July 2020.

SAMPLE CHIEF EXECUTIVE PERFORMANCE AGREEMENT January- December 19

Name: Louise Miller

Position: Chief Executive, Kaipara District Council

Vision for Kaipara District Council

Thriving Communities Working Together

Critical Success Factor for CE	Mission critical measured by
<p>Kaipara Kickstart Phase 1- for economic advancement and thriving community</p>	<ol style="list-style-type: none"> 1. Give effect to the Kaipara Kickstart Phase 1 Strategy, reporting to Council monthly on the actions taken in relation to the application, funds and progress. 2. Kaipara organisational plan ready for Council to adopt 30th March 2019. 3. Recommendation to Council on how this Economic Strategy links and integrates with LTP and/or any changes required ready for Annual Plan preparation by 30th April.
<p>Establish and build relationships</p>	<ol style="list-style-type: none"> 1. With staff be visible, drive the Council's values and the desired culture and vision. 2. With the Leadership Team, learn about their current challenges, projects and aspirations, giving guidance and direction. 3. With the Mayor & Councillors, creating an open and productive working relationship which allows them to focus on governance and strategic matters. <p>A “no surprises” approach is fostered with elected members regularly informed of any contentious or serious matters including but not limited to non-compliance or legal matters.</p>

	<ul style="list-style-type: none"> 4. Iwi Relationships fostered 5. Support elected members to build and utilise relationships with key stakeholders to assist with the delivery of Council's strategies and or resolution of matters as they arise. 6. Take a CE lead role in significant projects, applications for funding or district improvements which involve external parties and require senior advocacy.
Provides oversight and direction to organisational work programmes and Council reporting.	Provide a quarterly overview report to the Council – Council position and progress across board on community outcomes and Council's delivery work programme and services.
Ensure Organisation is ready for 2019 local government elections	

Deliverables for the CE- for high professional standards across Council for which CE is accountable but not necessarily involved in detail	
Strategic Leadership	
Eg Production, communication and standard of LTP, Annual Plan and Annual Report	Meet statutory deadlines LTP/Annual plan not qualified
Wider Local Government relationship - collaboration and innovation	Chief Executive, in coordination with the Mayor and Executive Leadership Team develop and maintain key stakeholder relationships to the benefit of Council and the District.
Financial Management	
Sound financial management and audit	Revenue and financing policy targets met (within a variance of 5%) unless amendments agreed by council

Progress on Council financial goals and advice on indicators, ratio's and benchmarking	Quarterly/Monthly financial reports provided to the governing body reporting progress towards targets in the revenue and financing policy and Government's prudent financial benchmarks.
Timely and accurate establishment of Rates	Rates resolution meets requirements of the LGA (Rating) Act 2002
Operational Performance	
Infrastructure investment	Capital spending targets are met unless variations agreed to by council. Year 1 of the LTP work programme is delivered as expected any variations (over \$XX or XX days delay reported to Council in a timely manner.
	Risk Framework is in place- Reports monitor performance
Effective and efficiency drivers and indicators across the board	Progress two initiatives: Bring forward two proposals from within the organisation.
Statutory and Regulatory Role	
Bylaw and legal compliance according to relevant Acts of Parliament	
Advice and Reporting	
Satisfaction of councillors with quality and timing of advice	Proportion of elected members who rate the CE's quality of advice 'as meets their expectations' or above is least 50% (according to annual survey of elected members) Council prepares for election processes, governance induction, support and training for elected members in time for the October 2019 elections. A report on approach and resources will be made available by June 30 th 2019.
Satisfaction of community boards with quality of advice and support (if applicable)	(As above)
External Relationships	
Communication processes and standards	

Key stakeholder relationships, wider local and central government relationships	<p>A gauge on the CE's external relationships are assessed the time of the annual review – via email survey 360°feedback sought.</p> <p>Where possible Residents Survey's can also indicate high levels of satisfaction with Council, staff and progress – this can be supplied as part of CEO review</p>
Iwi – engagement and relationships	
Managing People	
<p>Staff provided with leadership and clarity about role and performance expectations.</p> <p>The CE provides a positive and supportive staff culture to the Council.</p>	<p>If available, the summary results of an independent staff survey are provided to the Executive Committee indicating levels of staff engagement and support of organisational culture and managerial leadership.</p> <p>Feedback of the CE's direct reports may be assessed at time of the annual review. If requested a summary is provided to the Executive Committee.</p>
Professional Development for the Year 2019-	Develop and agree on a bespoke programme with the CE of professional development in the year ahead. For familiarisation with CEO's and local government industry.
Informal and Formal opportunities	Zone meetings, SOLGM and LGNZ forums

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