

**Date:** Tuesday 18 March 2014  
**Time:** 12.00noon  
**Meeting Room:** Council Chamber  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

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## **Chief Executive Officer Review Committee**

### **OPEN MINUTE ITEM ATTACHMENTS**

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# Chief Executive Performance Objectives

## Draft Proposal for Discussion

18 March 2014



## Context

On 27 February 2014, the Chief Executive Review Committee discussed the development of a framework to assess the performance of the Chief Executive.

This document sets out six proposed objectives for discussion. It includes input from ELT. The six objectives cover: delivering the council's priorities; the 2015/25 LTP; role clarity and objectives; one organisational approach; developing a high performing organisation; and improving governance.

Committee members are requested to discuss the content with the Chief Executive.

Subject to decisions reached at the committee's meeting on 18 March 2014, a revised performance framework will be sent to all councillors for feedback.

# Performance Objective 1: Policy

**Complete policy suite\***, bringing the community with us (the community understand rationale and priorities) and enhance Council ownership, e.g. Unitary Plan, by-law review, local area plans, Hauraki Gulf Marine Spatial Plan.

## Proposed Measurement

- Deliver: 'XYZ' outputs
- Community engagement measure, e.g., surveys re: UP, priorities
- Transformation filter applied in priority setting process
- Successful transfer into LTP

*\* those policies that will make the biggest difference and can be implemented through the LTP*



# Performance Objective 2: LTP

## Develop a 2015-25 LTP that:

- is 'owned' by elected members and all staff
- includes new priorities clearly understood by the community
- aligns to the Auckland Plan and reduces funding levels
- can be implemented from 1 July 2015

## Proposed Measurement

- Delivered – timeframe and financial considerations
- Measure governance cohesiveness over the plan ('owner')
  - Ask independently for rating (process, outcomes). How well the community:
    - understands the priorities
    - trusts the financial parameters
    - perceives we are more efficient
  - Auckland Council family wide
- Ready to operationalise

# Performance Objective 3: Role Clarity and Accountabilities

## Foster improved local outcomes by:

- clarifying respective roles (regional, local and organisational)
- developing programmes and processes that align to those roles, e.g. community-led placemaking
- promoting new local funding

## Proposed Measurement

- Local Boards
  - improved satisfaction measures
  - aspirational plans that are real
  - test family wide view
  - increased participation in next local elections to measure engagement
  - stakeholder perception survey trending up



# Performance Objective 4: One Organisation

Create a Council family group approach that reflects one organisation with different parts to play.

## Proposed Measurement

- Deliver better results more efficiently
- Measure how we have improved efficiency
- CEOs group that meets regularly, agrees actions and trusts their inputs are valued
- CCOs understand interdependencies and manage accordingly
- CCO-AC project teams understand rationale for Council and CCO decisions
- Public perception
- Elected members/Boards perceptions



# Performance Objective 5: High Performing Organisation

## Create a high performing organisation through:

- high engagement and high trust
- productivity improvements
- systems and business processes that place the citizen, customer, ratepayer, stakeholder at the centre

## Proposed Measurement

- Engagement and culture surveys
- Balanced scorecard
- Engagement 'maturity' model
- Employer of choice



# Performance Objective 6: Improved Governance

## Provide high quality advice to help local boards:

- make better decisions
- operate more effectively
- understand respective roles (regional, local, organisational)

## Proposed Measurement

- Elected member feedback
- Trust our advice
- Quality of chairmanships
- Greater clarity around expectations
- Stakeholder perception survey
- Less time spent in meetings

## General Caveats

- Need to focus on building and nurturing external relationships, especially with central government in an election year
- Alternative funding sources
- Special Housing Areas – don't drop the ball
- Our priorities must pass the test of leading to delivery of the 2015-25 LTP
- All the performance objectives need a 'now-ness' that reinforces 'planning to deliver' rather than 'planning to plan'
- Let's not take our eyes off the importance of BAU

