

Position: Chief Executive
Incumbent: Leonie Rae

Introduction:

This agreement is entered into under Section 34 (2) of Schedule 7 of the Local Government Act.

Purpose and Context:

The purpose of this agreement is to outline the key priorities and targets the Council expect the Chief Executive to achieve in the 2024-2025 plan year.

The agreement outlines key result categories, key performance indicators (KPIs), measures and outcomes/targets, which the Council will use to assess the overall Chief Executive's performance during and at the completion of the plan year.

The Council recognises that the role of a Chief Executive is a complex and multi-faceted one. The Council wants the Chief Executive to do a high-quality job across the entire role, and that may require the Chief Executive to focus on other areas outside of what is highlighted in specific KPIs.

The Council and the Chief Executive view the KPIs contained within this document as a tool for communicating performance expectations and satisfaction with the Chief Executive. They are not a complete statement of the Chief Executive's performance requirements. The Long Term Plan (LTP) and Annual Plan, together with expectations outlined in the Employment Agreement and other documents such as Governance Policies provide an overall picture of performance expectations. Rather the KPIs are about Council priorities for Chief Executive attention within the Council's overall work programme and Chief Executive performance expectations. They provide a mechanism for indicating where the Council is expecting the Chief Executive to apply personal focus and attention to help shift the District towards Council's strategic goals.

As well as delivering specific projects and outputs, the Council wants the organisation and the Chief Executive to undertake its work in alignment with its goals, values, and a collaborative approach, and to model these behaviours to staff. This involves working in partnership with the community, government agencies, Māori, businesses, and other stakeholders to achieve goals outside the Council's direct influence. It involves working in a collaborative, multi-disciplinary approach within and outside the organisation. It involves being responsive to change and innovation in order to deliver different outcomes in the future.

Top priorities

- Improve the financial and operational performance of the organisation.
- Improve the Customer Experience
- Provide Visible and Authentic Leadership
- Champion the Digital Innovation Program
- Improve the financial, and delivery performance of the Council's consenting function(s)
- Working in partnership with iwi
- Valuing our staff

Accountability Statement	Objective	Measurement (how)
Financial Performance	Effective financial management Remain within our self-imposed debt cap. Improved forecasting of operational spend. Improved financial forecasting for the Capital work programme. Embed a culture of financial ownership and accountability	<ul style="list-style-type: none"> • Financial reporting • Capital programme reporting. • Budget Holder performance

Accountability Statement	Objective	Measurement (how)
<p>Operational Performance – Service Delivery</p>	<p>Effective and efficient service delivery.</p> <p>Capital programme is delivered to plan.</p> <p>Improved efficiency and effectiveness of function areas as required.</p> <ul style="list-style-type: none"> - staffing - timeliness - customer satisfaction <p>Improved financial performance in function areas as required.</p> <p>The Council has an agreed cross-council work programme.</p> <p>Each Group and Section has a Plan on a Page (POAP)</p> <p>Council workload is managed well in the face of a significant Government change programme.</p> <p>Economic stimulus funding is managed effectively.</p> <p>Implement a performance measurement framework (Balanced Scorecard) with key performance indicators to monitor service delivery and identify areas for improvement</p>	<ul style="list-style-type: none"> • Levels of service report • Communitrak • Delegations exercised. • Health and Safety reporting • Audit • Performance reporting • PMO dashboard
<p>Visible and Authentic Leadership</p>	<p>Foster a positive workplace culture that values diversity equity and inclusion.</p> <p>Lead by example and demonstrate integrity, accountability, and ethical behaviour in all aspects of leadership.</p> <p>Staff and Stakeholders receive effective and timely communication.</p>	<ul style="list-style-type: none"> • Policies and Processes • Regular CEO Blog • Celebrate success. • Participate in stakeholder events

Accountability Statement	Objective	Measurement (how)
Organisational Leadership	<p>The leadership team is operating at a strategic level.</p> <p>A communications and stakeholder strategy is developed and implemented.</p> <p>A change management framework is in place.</p> <p>Improved maturity for, risk management, procurement, contract management, and health and safety.</p>	<ul style="list-style-type: none"> • Financial reporting • Complaints • Service requests • Staff engagement surveys • Iwi feedback
Staff Engagement	<p>Develop and implement a staff wellbeing strategy.</p> <p>Every staff member has a genuine development plan in place.</p> <p>Explicit succession planning is underway.</p> <p>Development and implementation of a workforce attraction and retention strategy</p> <p>Matters that undermine staff engagement are identified and solutions developed</p>	<ul style="list-style-type: none"> • Feedback from staff • Performance conversations • Development plans • Succession planning
Health, Safety and Wellbeing	<p>A very high commitment to health, safety and wellbeing is evident across all aspects of Council activity for both staff and contractors.</p> <p>Improved maturity of Health and Safety systems and processes through continuous improvement recommended in the 2019 H&S audit.</p>	<ul style="list-style-type: none"> • Reporting • Risk management • H&S committee minutes • H&S incidents • Procurement standards
Compliance and Governance	<p>Ensure compliance with all relevant laws, regulations, and governance requirements.</p> <p>Facilitate transparent and accountable decision-making processes within the organisation.</p>	<ul style="list-style-type: none"> • Internal and external Audit • Ombudsman investigations
Accountability Statement	Objective	Measurement (how)
Digital innovation	<p>Maintain sponsorship role to ensure good governance of the Digital Innovation Program.</p> <p>Benefits are realised.</p>	<ul style="list-style-type: none"> • Productivity gains • Roadmaps and project plans • Targeted customer feedback through customer satisfaction survey

Risk management	A refreshed Audit and Risk Committee operating in line with the OAG recommendations. Increased maturity in our risk management framework A refreshed Disaster Recovery Plan Increased maturity in cybersecurity Maintain effective risk management frameworks and internal controls to mitigate risks and ensure regulatory compliance	<ul style="list-style-type: none"> • Audit and Risk meetings and minutes. • Risk management reporting. • Disaster Recovery Plan • Cybersecurity plan
Iwi Relationships	The partnership with iwi is advanced.	<ul style="list-style-type: none"> • Feedback • Iwi participation • Mayor to Chair/CEO to GM effective relationships
Self-Development	Work on resilience and endurance Participation in sector training, webinars, and networks	<ul style="list-style-type: none"> • Personal wellbeing • Enhanced skills • Develop networks. • Understanding of sector changes and context

Performance Assessment:

Assessment of KPIs may take the form of a mixture of both more formal and informal engagements and will be based on providing real time continuous feedback, frequent quality conversations and adaptive mechanisms and channels to support evolving goals, priorities, and the dynamic conditions of Local Government. More frequent interactions are designed to provide more spontaneous feedback and identification of learning opportunities all of which is designed to allow for the growth and development of the Chief Executive to enable her to optimise her potential.

The performance agreement and measurement descriptors form the majority of the assessment criteria in a review process which will be conducted at the completion of the plan year of each year.

The assessment process will be facilitated by the Chief Executive Employment Committee; however an external advisor may be engaged.

The assessment of the Chief Executive’s performance may from time to time draw on objective feedback from other sources to be determined by the Chief Executive Employment Committee.

The assessment process will be confidential and conducted within the terms of the Privacy Act 1993.

Personal and Professional Development:

The Chief Executive Performance Agreement may be supplemented by a Personal and Professional Development Plan.

Mayor:

Date:

Chief Executive:

Date: