

CE Employment and Remuneration Committee Agenda

Date: Tuesday, 17 September, 2019

Time: 1:00 pm

Location: Council Chamber
Waikato Regional Council
401 Grey Street, Hamilton East

Members: Cr A Livingston - Chairman
Cr T Mahuta - Deputy Chairperson
Cr R Simcock
Cr J Hennebry
Cr H Vercoe

Notice of Meeting:

I hereby give notice that an ordinary Meeting of the CE Employment and Remuneration Committee will be held as detailed above.

VRJ Payne

Chief Executive Officer

1. Call to Order and Apologies

2. Confirmation of Agenda

3. Disclosures of Interest

4. Proposed New Council Induction Programme

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Report to provide an overview of the proposed induction programme for the new council, following the 2019 local authority elections.

5. Resolution to Exclude the Public

Notice of the resolution to be moved to exclude the public from the closed session of the meeting as required by section 48(4)(a) of the Local Government Official Information and Meetings Act 1987.

THAT the public be excluded from the following part/s of the meeting:

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

Item Name: 2019/20 CE KPI results as at 6 September 2019, CE Development

Good reason to withhold exists under Section 7.

That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists. Section 48(1)(a)

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 7 of that Act, which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public are as follows:

- Protect the privacy of natural persons, including that of deceased natural persons (Section 7(2)(a))

THAT Paul Loof of Loof Consulting be permitted to remain at this meeting, after the public has been excluded, because of their role as an advisor to CE Employment and Remuneration Committee. This knowledge, will be of assistance in relation to the matter to be discussed.

5.1 2019/20 CE KPI results as at 6 September 2019

5.2 CE Development

CE Employment and Remuneration Committee

[CEERC]

REPORTING TO: Council

CONSTITUTION: Council Chair (Committee Chair),
Council Deputy Chair (Deputy Chair)
Chair of the Strategy and Policy Committee,
Chair of the Finance Committee, and
Chair of the Regional Transport Committee.

QUORUM: Three (3) members.

MEETING FREQUENCY: As required.

OBJECTIVE: To act for and advise Council on matters pertaining to the employment of the Council's Chief Executive [CE], senior staff succession, strategic HR policy and statutory compliance.

SCOPE OF ACTIVITY:

1. To manage the remuneration and performance review of Council's Chief Executive.
2. To establish key performance indicators (KPIs) for the Chief Executive for the respective financial year.

POWER TO ACT:

1. Establish, as part of the annual Performance Agreement, an annual development plan for the CE to address any training, learning and development needs or opportunities which will enhance the CE's capability and performance.
2. Negotiate with the CE, on behalf of Council, any amendments or adjustments to the terms and conditions of employment and the remuneration of the CE as may be required outside of the annual review described in 1 above including changes to the CE's job description.
3. Receive, consider and inform Council on any advice from the CE concerning the appointment and/or termination of any staff within the second tier senior executives.
4. Receive and consider from the CE, reports on the implementation and management of the personnel policy as defined in section 36(2) of Schedule 7 of the Local Government Act 2002. Ensure, by annual review with the CE, that appropriate succession planning is in place for the CE and for the CE to report on succession planning practices in place for direct reports to the CE.
5. Consult with the CE annually on the proposed annual salary review general movement.
6. Provide opportunity for Councillors to feedback into the annual performance review of Tier 2 Managers.
7. Consider and advise Council on relevant matters pursuant to the Local Government Act 2002 Amendment Act 2012. May, as it sees fit, retain independent advice and assistance in the performance of its responsibilities.

POWER TO RECOMMEND TO COUNCIL:

1. Develop, in consultation with the CE, and recommend to Council no later than June each year an annual Performance Agreement for the CE for the upcoming financial year. This Agreement is to include; key result areas (and weightings), performance targets/KPIs and associated methods of measurement and processes of judgement.
2. Negotiate, subject to Council's final approval, any amendments, additions or alterations to the CE's Annual Performance Agreement which may be required during the term of that agreement.
3. Develop, in accordance with the processes agreed by Council, and recommend to Council a formal mid-year and end of year review of the CE's performance. In doing so CEERC will meet with the CE as necessary, receive his self-assessment and in accordance with its process, make such enquiries and investigations as it considers are reasonably required to evaluate the performance of the CE.
4. Review and recommend to Council appropriate amendments or adjustments of the remuneration and terms and conditions of employment of the CE arising from the end of year review. Negotiate with the CE as required to complete this review.
5. Consider and advise Council on all matters relevant to the employment of the Council's CE. Recommend to Council, should this become necessary, a selection and appointment process for the role of CE.

Report to CE Employment and Remuneration Committee

Date: 26 August 2019

Author: Mali Ahipene, Pou Tuhono

Authoriser: Vaughan Payne, Chief Executive

Subject: **Proposed New Council Induction Programme**

Section: A (Committee has delegated authority to make decision)

Purpose

1. To provide an overview of the proposed induction programme for the new council, following the 2019 local authority elections.

Executive Summary

Staff Recommendation:

That the report Proposed New Council Induction Programme (CE Employment and Remuneration Committee 17 September 2019) be received.

Background

2. The new council induction programme seeks to provide newly elected and re-elected councillors with the information, tools and training required to be an effective councillor. Planning and preparation is underway to ensure that the induction programme for the new council is well structured. The information and content presented in the induction programme is tailored for each election depending on the issues of the day, current priorities and the makeup of the new council. A staff steering group has been set up to develop the programme.

Issue

3. The members of the CE Employment and Remuneration Committee have indicated their interest in the proposed programme for the induction of the new council.

Proposed work programme

4. The programme will be planned for and packaged in four work streams, over a nine month period.

Relationships

5. It is important the new council establish good relationships from the outset. In this phase staff will facilitate opportunities for the new council to establish good relationships with each other, ELT and key stakeholders.

Strategic direction

6. It is important the new council sets its strategic priorities, to guide its work for the 2019-2022 term. Council is undertaking a wide-ranging strategic review, underpinned by a shift in focus from a three-year strategy to a ten year strategy post 2019, which will guide the organisation's overall direction and activity. Strategic planning will include revisiting the vision, mission and priorities of council's strategic direction.

Good Governance

7. It is important the new council is given the fundamental tools to start making decisions. In this phase opportunities will be provided for the new council to gain a good understanding of the governance role, governance structures and council processes. There will also opportunity for Councillors to work together on creating a common approach to effective leadership and enabling personal growth.

The Business We're In

8. It is important the new council understands the complexity of council business and is equipped to make decisions on our Long Term Plan (LTP) and Annual Plan and how these are funded. In this phase staff will provide a high level understanding of council's LTP Groups of Activities, corporate services and financials through information and briefings, as well as getting councillors to confirm Annual Plan matters for 2020/2021.

Conclusion

9. Planning and preparation is underway for the council induction programme for the 2019-2022 triennium, to ensure the induction programme for the in-coming council is well structured. A draft working programme and tentative dates are attached.

Attachments

Attachment 1: Draft working programme

Attachment 2: Tentative dates for the induction programme

Attachment 1: Draft Work Programme

PHASE	RESPONSIBLE	TIMEFRAME
GOOD GOVERNANCE	MALI	JUNE 2019 TO APRIL 2020
<p><u>The pre-election information</u></p> <p>Leading up to the election, a variety of information will be provided to reinforce the role of the regional council and the value we provide to the region. Candidate information packs will be prepared to provide prospective candidates with general information related to the local elections (e.g. election timetable, candidate qualifications, nomination procedures).</p> <p>An important element of the pre-election information is the production of the pre-election report (required under the LGA 2002). This document will stimulate informed debate about the issues council is facing as well as tell the community how the council is performing and what it expects to do in the next three years.</p> <p>The nomination period runs 19 July – 16 August 2019.</p>		
<p><u>Actions immediately following the election</u></p> <p>Forming good relationships from the earliest opportunity will begin on election day with the CE contacting the successful elected members with the results. The newly elected members will be briefed on the induction programme, and sent welcome packages containing all the necessary information. Not wanting to overwhelm members with too much information, too quickly, it is proposed that this pack will be limited to:</p> <ul style="list-style-type: none"> • a welcome letter from the CE • the Pre-Election Report • administration forms • the elected members handbook <p>In addition, a package of current information will be provided via office 365:</p> <ul style="list-style-type: none"> • Annual Plan • Annual Report • Long Term Plan • Regional Land Transport Plan • Regional Pest Management Plan • Regional Policy Statement • Links to relevant legislation • Joint Management Agreements • Allowance and Reimbursements Policy for Elected Members • Local Government Elected Members Determination • Code of Conduct for Elected Members • IT Services & Usage Guidelines for Elected Members • Conflict of Interest Guidelines • OAG – Guidance for members of local authorities about the Members’ Interest Act 1968 • OAG Good Practice Guide – Managing conflicts of interest – Guidance for public entities • Waikato Regional Council’s Standing Orders • Brookfields Lawyers – Members’ Standards Guide 		
<p><u>Facilitated council session</u></p> <p>A two day session will be facilitated early in the schedule as an opportunity for councillors to build good working relationships, establish some ground rules for working within council and together as a team and provide an introduction to good governance, strategic direction and the business we’re in. The facilitated session will be designed to offer information and discussion on key projects (i.e. Healthy Rivers), key council activities, governance and the current state of the Waikato region. The information and discussion will prepare councillors for key decisions on its Strategic Direction, Annual Plan and Long Term Plan. In addition, the Executive Leadership Team will establish themselves as the councillors trusted advisors.</p>		

<p><u>Triennial meeting</u></p> <p>As this will be the first time the new council comes together at the council building in Hamilton, the day will begin with a Pōwhiri for councillors and their families to appropriately celebrate the significance of their election and the occasion. One of the key decisions to be made by the new council is the election of chairperson and deputy chairperson. The information, learning and activities offered to this point, will assist the new council in making its decision. At the triennial meeting proper, the business that must be conducted includes a declaration of the elected members, the election of the chairperson and the deputy chairperson and a general explanation of relevant legislation.</p>
<p><u>Administration session</u></p> <p>At this session (following the Triennial Council meeting) staff will provide information on councillor administration support (business support, information technology, human resources, health & safety, and facilities).</p>
<p><u>Induction for the chair</u></p> <p>The newly appointed chair will meet with the CE soon after appointment to discuss expectations and establish working protocols. This will also be the opportunity to prepare the new chair for their immediate commitments and set up administratively with the executive assistant.</p>
<p><u>Training sessions for individual councillors</u></p> <p>All councillors will be given the option of one-on-one training in IT and administration related matters. Staff from Information Communications Technology and Democracy Services will deliver the training on IT equipment and support, eScribe, diary and email management, and expenses.</p>
<p><u>LGNZ training for new elected members</u></p> <p>LGNZ offers an induction programme for new elected members throughout the country. The workshops offered in Rotorua and Hamilton will be factored in to the induction programme.</p>
<p><u>Good governance workshops</u></p> <p>This part of the induction will include information about the local government context (central government, the purpose of local government), the role (difference between governance and management; representation and governance), council's employment obligations, relevant legislation affecting members, code of conduct, remuneration, communication processes, and committee structure, the decision making process and key decision cycle. In preparation, existing committee structure, policies, meeting processes and systems will be reviewed. We are currently talking with the Office of the Auditor General who has offered to contribute to councils induction processes on matters of mutual interest, such as, audit and risk committees, managing conflicts of interest, sensitive expenditure and ethics and integrity.</p>
<p><u>November Council meeting</u></p> <p>It is proposed that one of the key decisions made at this meeting is the confirmation of council's governance structure and appointments thereto. The information, learning and activities offered to this point, will assist the new council in making its decision. It is proposed that the business conducted at the meeting includes governance structure and appointments thereto, remuneration and recognition for additional responsibilities, and Code of Conduct for Elected Members.</p>
<p><u>Advanced Leadership</u></p> <p>The advance leadership piece consists of three short workshops, designed to provide an opportunity for Councillors to work together on creating a common approach to effective leadership and enabling personal growth.</p> <p><i>Workshop One: Issues and Decision Making</i></p> <p>This workshop will be delivered as part of the facilitated council session, with an aim to identify effective communication approaches when resolving issues and making decisions. It will involve hands-on experimentation using a simulation to provide insights to group effectiveness. The goal of the workshop is to quickly enable the new council to become high performing as a collective. It will help establish a shared language for having conversations and behaviours required to achieve effective outcomes in council.</p> <p><i>Workshop Two: Efficacy and Impact</i></p> <p>Councillors will be invited to complete a personal styles inventory. Confidential to the councillor, this profile includes the option to seek feedback from nominated others. Conducted over a half day workshop, councillors</p>

will assess effective versus less effective methods of engaging with others to achieved desired outcomes and how this relates to their own styles and strengths.

Workshop Three: Overview of WRC Leadership and Culture

Councillors will learn about the approach taken to developing leaders and a constructive culture within WRC. Councillors will discuss how to most effectively engage with staff, drawing on knowledge of their personal styles from the efficacy and impact workshop. This 2 hour workshop will develop councillors advanced skills around communication and influence.

PHASE	RESPONSIBLE	TIMEFRAME
RELATIONSHIPS	NICOLA	OCTOBER 2019 TO DECEMBER 2019
<p><u>Key stakeholders</u> Throughout the course of the first phase of the programme, the new council will be given opportunities to meet and establish good relationships with our key stakeholders located within the region.</p> <p><u>Collaborative projects</u> Collaborative projects will continue to feature in the next triennium. A councillor induction for all of the councils in the region will be organised. This will provide an opportunity to cover matters of common interest, for networking, and sharing/gaining an appreciation of the issues faced by each council.</p>		

PHASE	RESPONSIBLE	TIMEFRAME
STRATEGIC DIRECTION	ESMAE	NOVEMBER 2019 TO MARCH 2020
<p>It is important the new council sets its strategic direction to guide its work for the 2019-22 term. This part of the induction will consider the state of the region and drivers for change, implications for the region and the council and options to address key drivers. Strategic planning will include revisiting the vision, mission and priorities of council's strategic direction. Council's strategic direction is scheduled for adoption in March 2020, following a number of workshops on the topic. The strategic direction will set the platform to inform the development of the Long Term Plan.</p>		

PHASE	RESPONSIBLE	TIMEFRAME
THE BUSINESS WE'RE IN	NICOLE HUBBARD / ANTHEA SAYER	FEBRUARY 2020 TO JUNE 2020
<p>It is important the new council understands the complexity of council business and is equipped to make decisions on our Long Term Plan (LTP) and Annual Plan and how these are funded. In this phase staff will provide a high level understanding of council's LTP Groups of Activities, corporate services and financials through information and briefings. As well as getting Councillors to confirm Annual Plan matters.</p> <p>A template will be provided to all managers with draft information/content on the GOAs or corporate services from their business plans for confirmation or updates by the managers. This will form the briefing pack. How the sessions will be conducted will depend on the proportion of newly elected members. If the make-up of council remains largely unchanged, staff intend to focus the majority of the discussion on forward planning for the Annual Plan and LTP.</p> <p>The content will be focussed around what we do, why we do it, the cost of providing the service, upcoming issues to be considered as part of the Annual Plan or LTP.</p> <p><u>Councillor bus tour</u> A Councillor bus tour will be organised to complement the business we are in workshops. The bus tour will be tailored to current issues and priorities.</p> <p><u>Review</u> A stocktake and review will be undertaken at the end of the induction process, to assess the first nine months to identify any additional training requirements and/or opportunities for development.</p>		

Attachment 2: Tentative dates for the induction programme:

12 October 2019	Election Day
21-22 October 2019	Facilitated Council Session
29 October 2019	Triennial Council Meeting
30 October 2019	Council Workshop
5 November 2019	Waikato Unwrapped: People working and planning together
6 November 2019	Council Workshop
12 November 2019	Council Workshop
13 November 2019	Sub-regional induction: collaborative projects
15 November 2019	LGNZ training for new and re-elected members – Rotorua
19 November 2019	LGNZ training for new and re-elected members Hamilton
21 November 2019	Council meeting
3 December 2019	Council workshop
4 December 2019	Council workshop
12 December 2019	Last Council meeting for 2019
February 2020	Bus tour
February 2020	Council Workshops