

Chief Executive Performance Plan

1 July 2014 to 30 June 2015

The Chief Executive is expected to deliver a 'can do' organisation that lives up to the promise of the "CCC Way - Extraordinary Services, Extraordinary People, Building Resilience" through:

Improved public services

We exist to provide the people of Christchurch City with the extraordinary professional council services they deserve.

Better public value

We face a challenging economic environment and we must achieve more with every dollar, freeing up resources where we can, while improving our service delivery.

A modern, agile and innovative organisation

We need a culture that continually embraces and delivers on positive change; looks outwards to our customers and upwards to our vision; and promotes modern work practices.

Visible Leadership

We are in a unique and privileged position and we owe it to the people of Christchurch to democratically lead the recovery across organisational boundaries, and in conjunction with the community and residents. This will help build the city's resilience.

Key Result Areas

Effective and Efficient Management of Activities (s42 (2) (d) LGA02)

The Chief Executive is expected to:

- Ensure Council/Committee/Community Board meetings are adequately serviced.
- Develop the CCC as a resilient organisation enabling communities to become resilient and building a resilient city (infrastructure, communities, natural and built environment).
- Establish and maintain effective working relationships with the Mayor and Elected Members.
- Develop and maintain strong visible working relationships with relevant external strategic partners, organisations, service providers, contractual partners, Iwi and the media.
- Establish practices that build the diverse communities' capacity to effectively engage with the Council in a meaningful way so that there is a greater contribution to active participatory democracy.
- Ensure that the reputation of Council is enhanced through excellent performance.

She will be successful when:

- The Council's assets are managed in accordance with best practice.
- There is evidence of an ongoing focus on efficient, effective management of the Council's resources.
- Management of the Council's investments is monitored appropriately.
- Ensure the prudent, effective and efficient management and utilisation of Council resources, people, capital and expenditure.
- Minimal negative feedback from the public that is valid regarding the communication style and skills of frontline officers.
- Prompt response to Elected Member requests and a positive working relationship with Councillors.
- Council's relationship with the media is professional and constructive.
- Chief Executive participation in community issues relevant to the Council's strategies, objectives and services

Key Performance Indicators	
Measures	Current Status
Evidence of annual improvements in efficient, effective management of Council's resources is provided.	
Implement a systematic review of activity and expenditure that identifies efficiencies to deliver activities and service levels within an approved budget.	
Ensure the organisation is prepared to implement changes that are required under key legislative reform – Local Government Act, Resource Management Act, other regulatory change.	
Financial and risk management: all areas of potential risk are monitored, and appropriate risk impact mitigation strategies are delivered.	
Embed an Enterprise Risk Management System across the organisation.	
A trend of improvements in the resident satisfaction surveys.	
Review and develop a plan to transition appropriate leadership and governance of Community Boards.	
Work with the Chief Resilience Officer to establish a resilience in all policies lens.	
There are regular meetings between the Mayor, Committee Chairs, Chief Executive and key executives, and meetings with the full Council as required/agreed.	
360 degree feedback from external strategic partners indicates positive outcomes from Chief Executive engagement with the community (undertaken by agreement).	
There is evidence that the Council's relationships with key stakeholders and partners such as Iwi, CERA, ECan, Government agencies, local Members of	

Parliament, relevant business, community groups etc are effective and productive.	
There is evidence that the Chief Executive and her leadership team have developed strategic relationships of benefit to the Council locally and nationally.	
There is evidence that the Council's external engagement and communications align with the vision and aspirations of the Council.	
Facilities and services to citizens and other stakeholders meet optimal standards of service and user satisfaction.	
There is evidence of strengthening the organisation's commitment to Principles in Te Tiriti o Waitangi.	
Oversight of the Representation Review	
The satisfaction levels of the organisation's responsiveness to Elected Members are measured annually.	
Active liaison and consultation with the community and other relevant strategic partners, keeps up to date with trends and ensures new service and activity opportunities are identified.	

Key Result Areas

Employing and Providing Leadership to Staff (s42 (2) (f) (g) and (h) LGA02)

The Chief Executive is expected to:

- Fulfil the responsibilities of a good employer by implementing sound recruitment, recognition, retention and development policies.
- Ensure statutory employer responsibilities are met.
- Ensure the Council actively reflects its EEO policy.
- Ensure Council is adequately resourced to deliver approved levels of service.
- Provide visible leadership to the executive leadership and senior management teams, and the rest of the organisation, by promoting a management style that harnesses the energy, commitment and creativity of staff.
- Initiate and lead the management of change to ensure constant improvement in organisation performance, effectiveness and responsiveness to changing environment, priorities and direction resulting in a 'can do – will do' attitude.
- Ensure total organisational commitment to exemplary public service.

She will be successful when:

- All positions are filled by suitably qualified and competent staff.
- An appropriate human resources strategy is developed and implemented.
- Council's employment policies are in accordance with the law and "good employer" provisions.
- The people the Chief Executive manages are fairly acknowledged for their role and performance, are professional in approach and contribute individually and collectively to the organisation's success.
- Positive feedback as measured by an annual 360 degree performance management survey.
- An appropriate organisation structure and environment is in place ensuring that approved levels of service, operational plans and objectives are implemented effectively and lawfully.
- The Chief Executive's contribution fosters a 'can do – will do' attitude and culture that delivers performance, productivity, competence and a focus on continuous improvement.

Key Performance Indicators	
Measures	Current Status
Oversee the delivery of the 2014/24 Long Term Plan with activities and services that are aligned with the priorities established by the Council and the LTP is completed within the statutory timeframe.	
Oversight of the Review of the District Plan.	
Evidence of organisational focus on continuous improvement initiatives, customer service and 'can do – will do' attitude.	
The Council maintains tertiary status through the ACC Partnership Programme for health and safety (i.e. the highest level possible).	
Implementation of the Council's Remuneration Policy.	
Staff engagement levels are improved as measured by the JRA survey or its equivalent.	
Visibility of leadership through attendance at Community Boards and sub-committees where possible, council services and external community and business events.	

Key Result Areas

Decisions and their Implementation (s42 (2) (a) LGA02)

The Chief Executive is expected to:

- Implement the decisions of the Council.
- Ensure that decision making is carried out in an open and transparent manner and advice to the Council is clear, concise and unambiguous and takes into account affordability by measuring impacts including impacts on resilience.

She will be successful when:

- Decisions of the Council are implemented in a timely way.
- The communities of Christchurch are able to participate in the Council's decision making activities.

Key Performance Indicators	
Indicator	Current Status
A register of outstanding decisions requiring action is maintained and the status of each is updated on a monthly basis	
Review and implement recommendations around the end to end agenda and reporting processes to improve Council's decision making processes so that they are effective, efficient and meet statutory requirements	
Initiate improved communication with and active participation of Christchurch citizens and business with more transparent processes and council decision making.	

Key Result Areas

Provision of Advice and Reporting (s42 (2) (b) LGA02 to members of the Council and Community Boards)

The Chief Executive is expected to:

- Advise Council of the implications of proposed legislative changes, their legal responsibilities and other matters relevant to the organisation.
- Ensure that Elected Members are provided with the appropriate guidance, advice and recommendations and professional development to enable the Council and Community Boards to fulfil their governance role.
- Community Boards are informed, engaged and can contribute effectively to the governance of the city.

She will be successful when:

- The financial and service performance of the Council is reported in accordance with statutory and agreed Council timeframes.
- Council receives early advice on opportunities/risks/threats on a no surprises basis.
- The organisation is responsive to Elected Members at both the Council and Community Board levels.
- Elected Members are provided with the level of information required to enable them to fulfil their policy implementation, monitoring function and responsibilities.
- Reports comply with the decision-making requirements of the Local Government Act, minimising the risk of legal challenge.

Key Performance Indicators	
Measures	Current Status
Mayor, Councillors and Community Board Members are fully informed in a timely manner about all matters of significance including financial performance.	
The Council is advised on the ongoing implications of local government reform and other legislative change and is supported to respond to requests for consultation and input by the Government and LGNZ.	
Reports are professional and received in a timely manner	

Key Result Areas

Maintenance of Systems (s42 (2) (e) enabling effective planning and accurate financial and service reporting)

The Chief Executive is expected to:

- Support the Mayor to lead the development of the Council's plans (including the Long Term Plan and the Annual Plan), policies, and budgets for consideration by the Council.
- Promote and implement a co-ordinated organisation approach to planning, that ensures alignment to Council's strategic direction and statutory requirements, including:
 - Long Term Plan
 - Annual Plan and Budget
 - District Plan (acknowledging that a Government appointed Commission make decisions on the current District Plan Review)
 - Asset Management Plans
- Collaborate with Government and our communities to develop a transition plan for Christchurch City to resume responsibilities and to ensure there is no loss of momentum to the recovery efforts.
- Maintain systems to enable effective planning and accurate reporting of the financial and service performance of the Council.
- The Annual Report is prepared in accordance with statutory requirements.
- Ensure that the performance of the organisation is monitored and reviewed.
- Ensure that future demands on the organisation are anticipated and planned for.

She will be successful when:

- The Long Term Plan is translated into action, providing a clear sense of direction and purpose for the organisation at all levels.
- Council's timetable and quality measures for planning processes and documents are met, along with balanced, professional guidance, advice and recommendations.
- A pro-active programme of risk assessment and mitigation enables the organisational objectives to be achieved.
- The Christchurch community understand and have confidence in the direction and strategies developed by the Council.

Key Performance Indicators	
Measures	Current Status
The Annual Report is prepared within the time frames agreed with Audit NZ and within statutory/policy requirements.	
Expenditure and resource use, including asset utilisation, is managed in an efficient and long term sustainable manner. Opportunities to make savings, deliver more for less, and make improvements in systems and processes are identified.	

Key Result Areas

Responsibilities Duties and Powers Delegated are properly Performed or Exercised (s42 (2) (c) LGA02)

The Chief Executive is expected to:

- Ensure Council policies and bylaws are reviewed and updated on a regular basis.
- Ensure all delegated responsibilities, duties and powers are properly performed and review staff delegations as to their appropriateness.

She will be successful when:

- Council policies and bylaws are updated on an appropriate agreed cycle or sooner when necessary.

Key Performance Indicators	
Measures	Current Status
A rolling policy review programme is planned and achieved.	