

# HUTT CITY COUNCIL

## CHIEF EXECUTIVE PERFORMANCE FRAMEWORK

### 2021/22

#### 1. Performance Area: ORGANISATION 'FIT FOR PURPOSE' – 2021/2022 [30%]

##### 1.1 A fit-for-purpose organisation with the right capability and culture

<b>Action:</b>	Improve communications and engagement capability
<b>Measure 1:</b>	Communications strategy implemented, measured and reported
<b>Measure 2:</b>	A deeper and better co-ordinated approach to engaging and working with neighbourhoods and communities of interest. This is to be delivered through the new engagement team and the new operating model for Neighbourhoods and Communities, including the establishment of neighbourhood co-ordination roles. (8 neighbourhood profiles underway by June 30 2022)
<b>CE Comments:</b>	

<b>Action:</b>	Improve capacity of governors to take decisions
<b>Measure 3 and 4:</b>	<ol style="list-style-type: none"> <li>3. Consistent high standard of advice and reports to Council</li> <li>4. Agendas for Council, Committee, Subcommittee and Community Board meetings published on our website at least four days prior to a meeting.</li> </ol>
<b>CE Comments:</b>	

<b>Action:</b>	Election planning and preparation including pre-election report
<b>Measure 5:</b>	Pre-election planning undertaken and draft pre-election report.
<b>CE comments:</b>	

**Action:** Go Digital Programme progressed.

**Measure 6:** Four-year timeframe to complete. Milestones for completion by 30 June 2022

Te Pātaka – the Council’s new digital workplace enabling staff to work anywhere, anytime, with access to the right information will be available to all staff by November 2021.

- Commence Service Design (Process Re-engineering) – Council will adopt a service design method to ensure all of our processes are optimised for efficiencies and take a customer centric approach. Applications under the Building Act and the Resource Management Act will be used as a pilot and will be completed by the end of 2021.
- Website refresh – will go live by end 2021. This will include a modern user experience and refreshed content.
- HRIS (including payroll) - progress is made towards a new HRIS and Holidays Act compliance

**CE comments:**

**Action:** Te Tira Māori Work Plan implemented.

**Measure 7:** Complete key focus areas and milestones implemented. Waka Houruatanga (Partnership); Te Amorangi ki Mua (Te Ao Māori Capable Council - external); and Te Hāpai Ō ki Muri (Te Ao Māori Capable Council – internal).

**CE Comments:**

**Action:** Organisational development programme implemented

**Measure 8, 9, 10, 11, 12:**

8. Delivery of initiatives as outlined in the Organisational Capability plan.
9. Delivery of initiatives outlined in the Health, Safety and Wellbeing plan.
10. Staff engagement is improved – engagement index to be 40% or higher
11. Complete phase 3 of the organisational design programme
12. Leverage accredited employer status re immigration to attract staff with key skills when borders re-open

**CE Comments:**

**Action:** Become an accredited Living Wage employer

**Measure 13:** HCC seeks accreditation status by 31 December 2021.

**CE comments:**

**Council Feedback:**

Decision released from Public Excluded Business 8 September 2021

**2. Performance Area: COMMUNITY & ORGANISATIONAL LEADERSHIP – 2021/2022 [15%]**

**2.1 Growing and nurturing leadership as fundamental to a thriving community and a high performing workforce (15%)**

**Action:** Focus on leadership of long-term financial management – aligning resource with priority

**Measure 1:** Delivery of Capital Investment Programme over 3 years  
 Year 1 67% of target (\$70 M)  
 Year2 72.5% of target (\$121M)  
 Year 3 85% of target (\$147M)

**Measure 2:** Review financial delegations policy to change the policy to a 3 year timeframe to enable more flexibility with the timing of delivery

**CE Comments:**

**Action:** Focus on leadership of long-term financial management aligning resource with priority

**Measure 3:** Financial results at year- end are within total budgets

**Measure 4:** Culture and process for invest to save established

**CE Comments:**

**Action:** Collective trust or ‘no surprises’ between CE and Council

**Measure 5:** Quality and transparent communication between CE and Council to keep council informed.

**Measure 6:** Free frank and professional advisory relationship

**Measure 7:** Effective and trusted relationship that enables robust conversation

**CE Comments:**

Council Feedback:

Decision released from Public Excluded Business 8 September 2021

**3. Performance Area: PROGRAMME MANAGEMENT AND KEY DELIVERY STRATEGIC RELATIONSHIPS PARTNERING - 2021/2022 [35%]**

**3.1 Delivery and Execution reflects a high performing organisation and staff culture. Becoming a strategy-led organisation**

<b>Action:</b>	Improve Policy and Strategy function
<b>Measure 1:</b>	Strategy capability in place.
<b>Measure 2:</b>	Strategy supports 10 year plan. Strategies developed, approved and timeframe for implementation with key milestones developed for each of the priorities in the 10 year plan.
<b>Measure 3:</b>	Develop Performance management framework and commence implementation.
<b>Measure 4:</b>	Governance and management satisfaction with policy advice. Consider value of policy advice, timeliness, actionability, and clarity.
<b>Measure 5:</b>	Preparation work to inform City Strategy including research and evidence collation over next 12 months for new Council to lead.
<b>Measure 6:</b>	Key Council plans: <ul style="list-style-type: none"> <li>(a) Review assets (will be actioned first) and secondly develop approach to sporting codes in sufficient time to inform next LTP</li> <li>(b) Complete and further develop housing strategy and partnerships</li> <li>(c) Integrated Transport plan completed. Stakeholder and community engagement including with Mana Whenua informs the plan.</li> </ul>
<b>Measure 7:</b>	Maximise funding opportunities of infrastructure acceleration fund for city and region.
<b>Measure 8:</b>	Create and maintain a policy register.
<b>CE Comments:</b>	

**Action:** Deliver key Council projects whilst maintaining current infrastructure funding:

- Naenae Pool and Town Centre Redevelopment.
- RiverLink.
- Eastern Bays Shared Pathway.
- Wainuiomata Town Centre Framework and Streetscape Plan.
- Micromobility programme.

**Measure 9:** Regular reporting to Major Projects Board and to the Policy, Finance and Strategy Committee as part of quarterly performance reporting to instill confidence in governors.

**CE Comments:**

**New action:** Work with Callaghan Innovation via partnership to explore how we support innovation in provision of infrastructure throughout our city.

**Measure 10:** Partnership sees positive benefits for Lower Hutt and our infrastructure projects.

**Measure 11:** Explore opportunities for council and/or local businesses to be involved on/access CI's campus.

**CE comments:**

**New action:** Progress strategic partnership with the HVCC.

**Measure 12:** Establish leading relationship with new HVCC CE as to enable local business support and growth

**CE comments:**

**New action:** Maximise opportunities presented by District Plan

**Measure 13:** Continue to liaise with councils in the region on RMA matters.

**Measure 14:** Focus on place making and urban design outcomes in the city via the District Plan, spatial plan/s, housing developments through Urban Plus Limited.

**CE comments:**

**3.2 Council is known for its enabling culture and is a trusted and respected partner**

**Action:** Improve project reporting to council committees and full Council

**Measure 1** Maintain quality and timely project management reporting to governance

**CE Comments:**

**Action:** Successful rollout of new waste and recycling services

**Measure 2, 3 and 4**

- 2. Establish performance reporting regime including measuring and reporting on environmental impacts.
- 3. Complete analysis and make recommendations on other groups (including by rating category) re access to new service.
- 4. Review service, analyse information and present options to Council for any improvement or options for the service to be implemented for the start of the 2022 rating year.

**CE Comments:**

**Action:** Increase understanding and relationships with communities of interest

**Measure 5:** Regular and meaningful engagement with communities of interest particularly Pasifika, and the disability sector, by the neighborhoods and communities strategic approach and structure.

**CE Comments:**

**Council Feedback:**



**4. Performance Area: PARTNERSHIPS/RELATIONSHIPS AND FUTURE FOCUS – 2021/2022 [20%]**

**4.1 Council can visibly demonstrate its commitment to climate change, having declared a climate change emergency**

<b>Action:</b>	'Climate change' built into core business e.g. contracting, reporting, infrastructure planning
<b>Measure 1 and 2</b>	<ol style="list-style-type: none"> <li>1. Performance framework measures climate change impacts including investigating future improvements to sustainability reporting.</li> <li>2. Implementation of internal carbon reduction and climate resilience plan.</li> </ol>
<b>CE Comments:</b>	

<b>Action:</b>	Complete City wide road map for reducing emissions and responding to Climate Change
<b>Measure 3:</b>	<ol style="list-style-type: none"> <li>3. City-wide roadmap for reducing emissions and responding to climate change completed.</li> </ol>
<b>CE Comments:</b>	

**4.2 Building an adaptive, responsive, resilient organisation**

<b>Action:</b>	Build strong relationships Mana Whenua
<b>Measure 4:</b>	Progress Tākai Here with Mana Whenua.
<b>Measure 5:</b>	Develop framework to give effect to the partnership.
<b>Measure 6:</b>	Regular partnership engagement.
<b>CE Comments:</b>	

**Action:** HCC to lead regional and national conversations around key issues.

**Measure 7:** Active leadership role in local government, RMA and water reform.

**Measure 8:** Transition planning re water reform, prepare/plan to access three waters reform funding.

**CE Comments:**

**Action:** Build trust and confidence across community

**Measure 9, 10, 11 and 12:**

- 9. Resident satisfaction surveys show more engaged and informed
- 10. More transparent and accessible information
- 11. Fronting engagement and media on issues
- 12. Customer Service review undertaken including, compliments, complaints and systems.

**CE Comments:**

**Action:** Emergency preparedness

**Measure 13** Emergency preparedness plans that include continued COVID preparedness and planning reporting to the Policy, Finance and Strategy Committee as part of quarterly performance reporting.

**CE Comments:**

**Action:** Implement Neighbourhoods and Communities new strategic framework which includes new approach to neighbourhood safety

**Measure 14:** A new city safety plan to go to Council later in 2021.

**CE comment:**

**Council Feedback:**