



## NOTICE OF MEETING

# PERFORMANCE REVIEW COMMITTEE

I hereby give notice that an Ordinary Meeting of the Performance Review Committee will be held on:-

**DATE:**            **Tuesday,            24 June 2003            AMENDED TIME:            8.00 am**

**VENUE:**            **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the business as set out herein and to take any necessary action connected therewith.

1 July 2003

Darryl Griffin  
**MANAGER DEMOCRACY AND  
SUPPORT SERVICES**

Telephone (09) 836 8000 extn 8712

### **MEMBERSHIP:**

Mayor	RA	Harvey, QSO, JP (Chairperson)
Councillors	CA	Stone (Deputy Chairperson)
	JM	Clews, QSO, JP
	PA	Hulse
	GB	Presland

(Quorum 2 members)

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(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR AN ORDINARY MEETING OF THE PERFORMANCE REVIEW COMMITTEE  
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,  
WAITAKERE CITY, ON TUESDAY, 24 JUNE 2003,  
COMMENCING AT 8.00 AM.**

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**AGENDA FOR AN ORDINARY MEETING OF THE PERFORMANCE REVIEW COMMITTEE  
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**1 APOLOGIES**



**2 URGENT BUSINESS**

Section 46A(7) and (7A) of the Local Government Official Information Act and Meetings Act 1987 provides that where an item of business is not on the agenda, it may only be dealt with at the meeting if:

- (i) the item is a minor matter; and
- (ii) the Chairperson has explained at the beginning of the meeting (when open to the public) that the item will be raised for discussion, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting; and
- (iii) the Committee resolves to deal with the item.

No resolution, decision, or recommendation may be made in respect of the item except to refer the item to a subsequent meeting for further discussion.

**NOTE:** Urgent Business need not be dealt with now and may be delayed until later in the meeting.



**3 CONFIRMATION OF MINUTES**

Ordinary - Wednesday, 19 March 2003

**RECOMMENDATION**

That the minutes of the Ordinary Meeting of the Performance Review Committee held on Wednesday, 19 March 2003, as circulated, be taken as read and now be confirmed.



#### 4 HUMAN RESOURCES INFORMATION - 2002/2003 FINANCIAL YEAR

This report provides an outline of the Human Resources Management issues across Council. The report is a snapshot as of the last day of the month and there may well have been movements in staff numbers at the time of the reading of this document.

##### **FEBRUARY 2003**

###### **Redundancies**

There were no redundancies during February 2003.

###### **Dismissals**

There was one dismissal during February 2003. An employee had falsified his application form when applying for a position and was in fact a disqualified driver who for some six weeks was driving a Waitakere City Council car as part of his duties. The administrative procedures that allowed this to happen are being evaluated and rectified.

###### **Grievances**

Human Resources are currently involved in the following grievance matters:

- Ponifasio loane: This matter was back before the Employment Court on 21 March 2003 for a hearing as to remedy. KPMG have already lodged a notice of intention to appeal with the Court. The notice needed to be lodged within 28 days of the decision being released and will allow us to pursue an appeal at a later date. This will depend on the outcome of the remedy hearing but early indications are that Waitakere City Council may very well need to pursue this option.

##### **MARCH 2003**

###### **Redundancies**

There were no redundancies during March 2003.

###### **Dismissals**

There were no dismissals for March 2003.

###### **Grievances**

Human resources are currently involved in the following grievance matters:

- Ponifasio loane: Court appearance for final judgement. Awaiting notification of outcome.

##### **APRIL 2003**

###### **Redundancies**

There were no redundancies during April 2003.

###### **Dismissals**

There was one dismissal during April 2003. An employee at the refuse transfer station was dismissed for theft of monies from the weighbridge till and for altering weighbridge documentation.

### **Grievances**

Human resources are currently involved in the following grievance matters:

- Ponifasio loane: Mr loane's solicitor has lodged a notice of appeal with the Court of Appeal. Of note is that the Court has directed his lawyer to prepare submissions for it to consider before accepting the appeal. This is unusual and we are awaiting direction from the Court as to what steps are to follow. Timeframes for this are not known.

### **MAY 2003**

#### **Redundancies**

There were no redundancies during May 2003.

#### **Dismissals**

There were no dismissals for May 2003.

#### **Grievances**

Human resources are currently involved in the following grievance matters:

- Ponifasio loane: Waiting outcome of Mr loane's appeal. Time frames for this are not known.

### **RECOMMENDATION**

That the information be received.

Report prepared by: Keith Campbell, Human Resources Manager.



## **5 ORGANISATIONAL REVIEW UPDATE**

### **PURPOSE OF THE REPORT**

This is a comprehensive update on the progress of the Organisational Review to date and includes an outline of the next stage.

### **BACKGROUND**

Late in the 2001/2002 Annual Plan year the Chief Executive commissioned a number of internal work streams to review the organisation and to identify how the organisation could best deliver on its strategic and operational objectives.

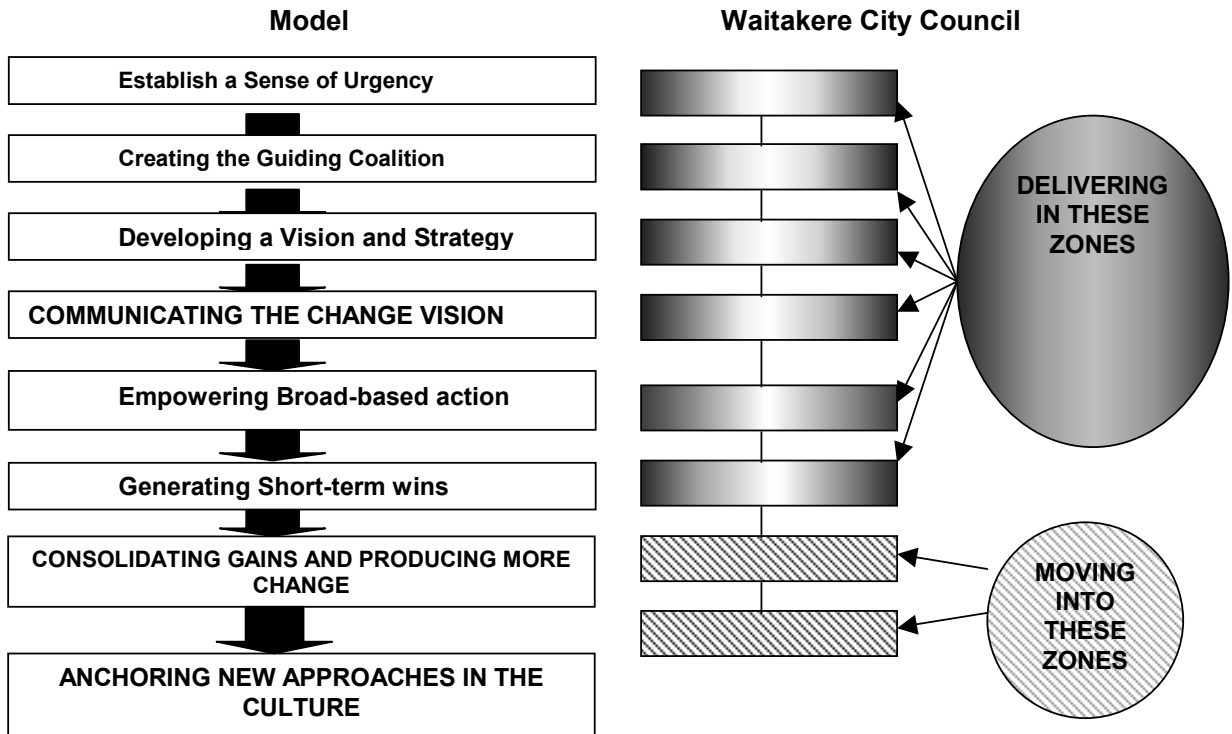
A number of recommendations came from these work streams, some structural and some developmental (both internally and externally focused). These were still at an early stage of development, needing more work to bring them to fruition.

The Chief Executive then moved to engage a full time project coordinator to oversee most aspects of the next phases of organisational development and to report to the Directors' Group. In addition a part time organisational development expert is contracted to provide real time assurance, over the process of change, to both the Chief Executive and Directors' Group.

**STRATEGIC CONTEXT**

It is important to consider the strategic context and recognise that organisational change or transformation needs to be based on the fundamental insight that it will not happen quickly or easily for a long list of reasons. Kotter (1996) observes that needed change can stall because of inwardly focused cultures, paralyzing bureaucracy, parochial politics, low level of trust, lack of team-work, lack of leadership in middle management, and the general human fear of the unknown.

The following model summarises the steps needed to produce successful change of any magnitude in organisations and demonstrates Waitakere City Council's progress against the model:



This second diagram shows the place of the organisational review in relation to the Strategic Direction of Council.

**The Organisational Review**

<b>Strategic Objectives</b>	<b>Projects</b>	<b>Values</b>	Civic Centre	Sports Complex	Whenuapai	
		Equity	Hobsonville	Libraries	Waitakere online	
		Consistency	Town Centres	AIM		
	<b>Services</b>	Fairness	Transportation Water supply Wastewater services Refuse collection Consents Rates Libraries Recreational			
		Opportunity				
		Openness	Environment		OSS	
		Honesty	Morale		LTD	
	<b>Capability &amp; Delivery</b>	Friendly	Retention Skills		Perf Mgmt	
		Empowered	Reward Development of capability		Comms	
		Innovative	Motivation		Remin	
		Dynamic	Creativity Workload management Direction/focus		Extd Services	
			Alignment of working practices		Empowerment	
				Creativity		

The actions taken by the Chief Executive under the auspices of the organisational review fall into these four main categories:

- Vision;
- Structural;
- Internal Performance;
- External Performance.

### **Vision**

The Chief Executive signalled to the organisation in April 2002 his expectations for the organisation (see memo's on the Intranet dated 12 and 28 June 2002, 26 July 2002, 11 September 2002). His philosophy and vision are succinctly expressed in the nine behaviours, which were released to staff in September 2002. The behaviours are:

- Know the Strategic Direction;
- Empowerment and Development of Staff;
- Caring-family friendly workplace;
- No blame fix it culture;
- Cross-council workgroups;
- Listen to staff;
- Friendly face and Can-do council;
- Partnership Operations with Strategic;
- Public sector ethic and public money.

### **Structural**

The structural reviews are being managed within each Directorate. The Directorates are progressing their reviews with the exception of Corporate and Civic, which was reviewed earlier in the 2001/2002 year. The aim is to realign the units to have appropriate structures to meet the strategic direction, without serious impact on day-to-day operations. So far this process has been successful.

### **Internal Performance and External Performance**

The internal and external performance projects have been managed by setting up a new phase of work streams staffed by (selected) volunteers. There has been a tremendous response from up to 70 staff over the period the work streams have been operating. It should be noted that these staff have provided work stream input whilst still undertaking "business as usual" and the Chief Executive recently recognised their contributions at a function hosted by him and his Directors.

The benefits of the work stream concept are in the collaboration of staff, from a variety of disciplines and backgrounds across the organisation, towards a common objective. The work streams also are a visible demonstration of empowerment in giving staff groups the flexibility to create ideas and also enabling them to present these ideas to the Chief Executive and the Directors' Group.

It is envisaged that many of the work streams will continue on after implementation of their projects in less intensive but equally important monitoring role. This will be a strong signal to the organisation of the intent and commitment of management.

A1

The model attached at page A1 illustrates the significance of the internal performance work stream projects.

The external performance work streams of One Stop Shop and Extended Services are charged with developing and recommending process and system improvements to the public interface. The Chief Executive has approved the commencement of a project to improve the initial council interface with the public – the reception area at the Civic Centre. This work has been commissioned and will be completed by the end on June 2003. This will be followed with some alterations to the lower ground counter area to improve the people flow and interface with our staff. These changes will be enhanced by the move of some asset management staff to the Civic Centre to ensure that the principles of the “One Stop Shop” can be fully introduced. There is a business case being worked up to consider the delivery of a wider range of services through the New Lynn service centre and libraries. The extent of this service expansion is still being worked through.

### **Next phase development - Consolidation/Implementation/Monitoring**

Two new work streams (Creative and Financial performance) have been commissioned by the Chief Executive and the terms of reference and membership of the groups are under consideration.

The organisation is now into the phase of consolidating and anchoring the changes whilst maintaining business as usual and a focus on continuous service improvement.

Inherent at this stage of change is a risk of:

- Slippage;
- Other priorities taking precedence;
- Loss of energy to maintain;
- Non-aligned development.

For these reasons the Chief Executive and the Directors' Group will be providing strong leadership, which will be enhanced by management input from Keenan Associates. They will require formal accountability to them through regular analysis, monitoring and reporting.

Resourcing has long been an issue within already stretched workloads. Further development of this exciting way of working must recognise the limitation of resources.

There still remains some significant organisational development needs as the structural change is aligned with the implementation of the internal performance projects. The Chief Executive, with the project co-ordinator, are preparing this aspect of the organisational review for consideration.

### **CONCLUSION**

This report, as well as updating the Performance Review Committee, is to demonstrate the strategic nature of the organisational review, the platform that has been established for organisational development in the future and the relationship of the review to the Strategic Direction of the Council.

### **RECOMMENDATION**

That the information be received.

Report prepared by: Jeff Dougal, Project Manager, Organisational Review.



**6 CHIEF EXECUTIVE'S PERFORMANCE AGREEMENT**

**7 CHIEF EXECUTIVE'S CONTRACT RENEWAL AND REMUNERATION**

These items will be considered in the Confidential Supplement of the agenda, and have been circulated to members separately with this agenda.

**PROCEDURAL MOTION TO EXCLUDE THE PUBLIC**

That the public be excluded from the following parts of the proceedings of this meeting, namely Chief Executive's Performance Agreement, Chief Executive's Contract Renewal and Remuneration and Organisational Review Update.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matters, 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:

General subject of the matters to be considered.	Reason for passing this resolution in relation to the matters.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none"><li>• Chief Executive's Performance Agreement</li><li>• Chief Executive's Contract Renewal and Remuneration</li></ul>	The withholding of information is necessary in order to: <ul style="list-style-type: none"><li>• protect the privacy of natural persons</li></ul>	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 would exist.

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(2)(a) of that Act which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public as follows:

- *The matters under consideration pertain to the Chief Executive's employment contract.*

