

**AGENDA FOR AN EXTRAORDINARY MEETING OF THE PERFORMANCE REVIEW
COMMITTEE TO BE HELD IN THE MAYORAL LOUNGE IN THE CIVIC CENTRE,
6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,
ON WEDNESDAY, 15 SEPTEMBER 2004,
COMMENCING AT 1.30 PM**

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1 APOLOGIES



2 URGENT BUSINESS

Section 46A(7) of the Local Government Official Information 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 Committee by resolution so decides; 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 and decision, why the item is not on the agenda, and why it cannot be delayed until a subsequent meeting.

The Committee may make a decision on a matter determined to be urgent.

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



3 CONFIRMATION OF MINUTES

Ordinary - Monday, 19 July 2004

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Performance Review Committee held on Monday, 19 July 2004, as circulated, be taken as read and now be confirmed.



4 **HUMAN RESOURCES REPORT TO THE PERFORMANCE REVIEW COMMITTEE
PERIOD JULY TO AUGUST 2004**

PURPOSE OF REPORT

This report provides an outline of the key Human Resources Management activities across Council.

REDUNDANCIES

There were no redundancies for the months of July and August 2004.

DISMISSALS

There were no dismissals for the months of July and August 2004.

GRIEVANCES

There were two active personal grievances during the period:

- One is waiting on a judgment from the Court of Appeal;
- Another was lodged and has been replied to.

INDUSTRIAL RELATIONS MATTERS

During the period of this report negotiations on the following collective agreements took place:

- Refuse Transfer Station Collective Agreement - completed;
- PSA Collective Agreement negotiations completed -negotiations around remuneration cost of living adjustment recommenced in report period. Now agreed and going to ratification on 13 September 2004;
- PSA/AWUNZ combined agreement for Aquatic Centre - almost complete, last meetings scheduled mid September 2004.

LEARNING AND DEVELOPMENT

The first managers' conference was held on 27 July and was a great success. Very positive feedback was received from the 100+ participants and a focus group has met since to gather constructive criticism. Planning is underway for the second managers' conference to be held on 22 November 2004 and for three similar events in 2005.

A number of major activities are also underway:

- Leadership Forum;
- Team Building workshops;
- Unitec Leadership and Management Development Programme;
- Coaching workshops;
- Te Reo;
- Contract management workshop;
- Interview panel workshops.

STAFF DEVELOPMENT

Performance Development System

Teams are now setting KPI's and focusing on identifying development needs of individuals. Coaching workshops are underway.

Remuneration

We are completing the allocation of positions to new bands and will commence the market analysis and costing of system for 2005/2006 Annual Plan. Staff briefing sessions held in August.

Recruitment -Customer Service Focus

The Director's have agreed that all staff and managers who participate as interview panel members will complete a learning and development session prior to December 2004 and annually thereafter. This will improve the effectiveness of the selection process.

EEO CENSUS

Data processing is to be done in conjunction with Jade (Human Resource Information System) to eliminate the need for data entry. Preliminary reports are expected at the beginning of November 2004.

HEARTBEAT CHALLENGE

The Heartbeat Challenge was launched during August with a new Intranet site including a schedule of physical activities that staff can join in on. In addition the Taste Life Health and Wellness program promoted by Eurest commenced with food tasting for staff.

STAFF TURNOVER

Turnover for the first quarter of 2004/2005 will be reported on in October.

Reasons for leaving are summarised in the nine exit interviews conducted to date. They are:

- Overseas Travel / Relocating x 3;
- Personal Reasons x 1;
- Pregnancy x 1;
- New Job / Better Pay / Headhunted x 2;
- Starting own business x 1;
- Retirement x 1.

Report prepared by: Jeff Dougal, Manager Human Resources and Organisational Development.



5 **MEMORANDUM OF UNDERSTANDING BETWEEN COUNCIL AND TE WHANAU O WAIPAREIRA TRUST BOARD**

PURPOSE OF THE REPORT

The purpose of the report is to update the Performance Review Committee on the progress to date of the development of a Memorandum of Understanding between Te Whanau O Waipareira Trust Board and Council.

BACKGROUND

In the 2003/2004 Annual Plan Council was asked to investigate and progress a possible Memorandum of Understanding with Te Whanau O Waipareira Trust Board. The Chief Executive was charged with implementing this proposal through his Performance Agreement.

ISSUES

Substantial progress has been made with joint meetings between key representatives of Te Whanau O Waipareira Trust Board and Council staff to progress a working relationship and formal document that would see the established of a Memorandum of Understanding as well as an annual work programme. However, there still exist outstanding issues that need to be resolved and in particular, the mortgage advance on the property at West Coast Road adjacent to Hoani Waititi Marae. Te Whanau O Waipareira Trust Board has shown a reluctance to progress the matter of a Memorandum of Understanding at this stage while the mortgage issues are being dealt with.

STRATEGIC CONTEXT

The purpose of local government, as described in the Local Government Act 2002, includes the promotion of the cultural well-being of its communities, in the present and for the future. The principles relating to local authorities include being aware of and having regard to the views of all its communities and providing opportunities for Maori to contribute to decision making.

One of the nine platforms in the Council's Long Term Council Community Plan is 'Strong Communities' and that includes development of ongoing partnerships with various sectors of the community.

Waitakere City has a proud history of partnership development and has a Memorandum of Understanding with both the City's Iwi: Te Kawerau A Maki and Ngati Whatua. Whilst this has particularly relevance to the requirements of the Resource Management Act, the Council's partnership development, in terms of the Local Government Act, has been more inclusive of Maori aspirations and views.

A relationship with Te Whanau O Waipareira Trust, who are a key contributor to the City by providing a range of community services, including health services and initiatives, economic development and employment training programmes, will enhance the partnership programme.

CONCLUSION

The report, as well as updating the Performance Review Committee of progress to date, is also providing a critical sense of where discussions have now slowed as reluctance by Te Whanau O Waipareira Trust Board to progress the matter of a Memorandum of Understanding at this stage while the mortgage issues are being dealt with.

RECOMMENDATION

That the Memorandum Of Understanding Between Council And Te Whanau O Waipareira Trust Board report be received.

Report prepared by: Warahi Paki, Manager Maori Issues.



6

DEVELOPERS SEMINAR

PURPOSE OF THE REPORT

The purpose of the report is to advise of the feedback from the developers, surveyors, consultants, architects and builders of Waitakere City who attended a Developers Seminar held on 24 and 25 August 2004 at the Ceramco Park Community Centre.

BACKGROUND

Over the past few years Waitakere City Council has been holding an annual seminar for representatives from the building industry. The outcome from the previous seminar held in November 2003 identified a number of issues. An arrangement by both Council staff and delegates from the seminar volunteered to give their time freely to collaborate together and progress these issues.

Since then, meetings have been held every two weeks with the Developers Action Group and any scepticism has now been dispelled.

Over this period there has been:

- A major shift in understanding roles and relationships of everyone's part;
- Many ideas and constructive suggestions from delegates; and
- There has been progress on issues such as:
 - Bonds/refunds;
 - Section 224c process;
 - Pre-lodgement meetings;
 - Waiting in queues;
 - Common language;
 - Customer Service;
 - Videos and CCTV;
 - Pre, pre-application meetings;
 - Consistency;
 - One Stop Shop;
 - A special rapport between members of the Developers Action Group.

More recently, two seminars were held with Council staff members and developers, surveyors, consultants, architects and builders of Waitakere City. Presentations were made from Council staff to over 80 delegates from a variety of companies and consultants that deal with Council on a regular basis through the Consent process and various developments within the City.

The programme was titled “Working together for better results” which set the tone, as the intention for Council was to:

- Listen to what the developers needs are;
- To develop honest relationships and contacts;
- To act upon constructive feedback; and
- To disseminate Council information.

Interestingly enough it was noted:

- A far greater and even more positive interaction by developers;
- Waitakere City Council staff were more comfortable and engaging with developers (a general feeling of being less threatened); and
- A definite sense of working together instead of a “them and us” feeling.

STRATEGIC CONTEXT

The strategic context for this initiative is in keeping with the opportunity to promote the strategic platforms and in particular Urban/Rural Villages, Strong Innovative Economy, Strong Communities, Active Democracy, Green Network and the Three Waters.

ISSUES

The outcome from the two seminars was further development of the positive relationship and shared understanding of current progress. A further list of ways forward was jointly identified and committed to on behalf of all parties (as the process is seen as a two way street).

Some of these issues and challenges include:

- Access to the District Plan and mapping;
- GIS;
- Aerial photographs; and
- Online ...a “virtual One Stop Shop online”.

This was resounded several times throughout both days:

- Increase staff numbers to match their workloads;
- Updating information with regards to ‘Developers Contributions’;
- Empathy for the “other side” (business acumen);
- Simplify Resource Consent applications;
- Escalating compliance/consent costs; and
- Bring new growth areas on-line.

Further comments from the seminar included:

- “The quality of Consents is high”;
- “Helpful and professional staff”;
- “Good delivery of Council ethos”;
- “Credit to all staff”;
- “Good information”; and
- “You are taking action”.

It should be mentioned that since the inception of the One Stop Shop there has been a tremendous positive impact on developers who have recognised this customer service initiative and it was well received and noted during the meeting.

Eco-water and Consent Services have put a significant amount of effort in to improving systems, process and Customer Service over the past months.

RESOURCES

Fortnightly meetings have been organised by a team of Council Staff and independent developers to “work together” on the issues raised. No other resource issues arise at present.

CONCLUSION

The two day seminar proved to be the perfect platform and forum to “air” problems and issues in an open and honest manner. Relationships have improved to such a degree that developers now realise Council is “ready to talk” and that present difficulties and ideas on how things might be improved upon is a reality.

The Developers Action Group team concept has proven to be an excellent model - engaging developers views from the outset, setting up a forum to “work together” with them, using developers themselves to feedback to their peers in an open, honest unconstrained situation, shifting from confrontation and defensiveness to learning from each other in true partnership style = win/win.

Waitakere City Council can gain hugely from this model as it draws in suggestions and knowledge from various industries, rather than having to see itself as a lone expert.

RECOMMENDATION

That the Developers Seminars report be received.

Report prepared by: Dean Nuralli, Developers Relationship Manager



7 FINAL REPORT - CHIEF EXECUTIVE'S PERFORMANCE ASSESSMENT

8 CHIEF EXECUTIVE'S PERFORMANCE CONTRACT 2004/2005 - KEY PERFORMANCE INDICATORS

9 CHIEF EXECUTIVE'S REMUNERATION CONTRACT

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following parts of the proceedings of this meeting, namely, Final Report - Chief Executive's Performance Assessment, Chief Executive's Performance Contract 2004/2005 - Key Performance Indicators and Chief Executive's Remuneration Contract.

The general subject of the matters 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"> • Final Report - Chief Executive's Performance Assessment; • Chief Executive's Performance Contract 2004/2005 - Key Performance Indicators; • Chief Executive's Remuneration Contract. 	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none"> • protect the privacy of natural persons. 	<p>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.</p>

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 parts of the proceedings of the meeting in public as follows:

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

