

NORTHLAND REGIONAL COUNCIL

Organisational Performance Committee**Agenda**

For meeting to be held in the Committee Room, 36 Water St, Whāngārei, on
Tuesday 2 December 2014, commencing at 1.00 pm

Recommendations contained in the agenda are NOT decisions. Please refer to minutes for resolutions.

MEMBERSHIP OF THE COMMITTEE

Cr Shepherd (Committee Chairman)
Cr Ramsey (NRC Deputy Chairman)
Cr Sinclair

OPEN MEETING

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ISSUE: Confirmation of Minutes – 27 May 2014**ID:** A705155**To:** Organisational Performance Committee meeting, 2 December 2014**From:** Vibeke Wright, Advisor to the Chief Executive**Date:** 17 November 2014

Report Type:	<input checked="" type="checkbox"/>	Normal operations	<input type="checkbox"/>	Information	<input type="checkbox"/>	Decision
Purpose:	<input type="checkbox"/>	Infrastructure	<input type="checkbox"/>	Public service	<input type="checkbox"/>	Regulatory function
	<input checked="" type="checkbox"/>	Legislative function	<input type="checkbox"/>	Annual\Long Term Plan	<input type="checkbox"/>	Other
Significance Policy:	<input type="checkbox"/>	Triggered	<input checked="" type="checkbox"/>	Not Triggered		

Executive summary:

The purpose of this report is to present the unconfirmed minutes of the Committee meeting held on 27 May 2014 (**attached**) for confirmation as a true and correct record.

Legal compliance:

Councils are required to keep minutes of proceedings in accordance with the Local Government Act 2002.

Recommendation:

That the minutes of Organisational Performance Committee meeting held on 27 May 2014 be confirmed as a true and correct record.

NORTHLAND REGIONAL COUNCIL ORGANISATIONAL PERFORMANCE COMMITTEE

Minutes of the meeting of the Organisational Performance Committee
held in the Council Chamber, 36 Water Street, Whāngārei,
on Tuesday 27 May 2014 commencing at 2.00 pm

Present: Cr Bill Shepherd
Cr David Sinclair
Cr Graeme Ramsey

In Attendance: **Full Meeting**
Malcolm Nicolson, Chief Executive Officer
Meeting Secretary
Part Meeting (until 2.41 pm)
Tony Phipps, Deputy CEO/Operations Director
Kathryn Ross, GM - Planning and Policy, and Community Relations

The Chief Executive declared the meeting open at 2.01 pm.

Mr Nicolson explained that as this is the inaugural meeting of this committee and its chairperson has not been appointed by the council, he would preside until the committee elected its own chair.

Apologies (Item 1.0)

There were no apologies.

Declarations of Conflicts of Interest (Item 2.0)

It was advised that councillors should make declarations item-by-item as the meeting progressed. There were no declarations of conflict at this point.

Election of Committee Chairperson (Item 3.1)

ID: A637680

Report from Malcolm Nicolson, Chief Executive Officer.

Moved (Shepherd/Sinclair)

1. That the report, "Election of Committee Chairperson", by Chief Executive Officer, Malcolm Nicolson, dated 5 May 2014, be received.

Carried

Cr Ramsey nominated Cr Shepherd as the chair and this was seconded by Cr Sinclair. There being no further nominations the motion was put:

It was further moved (Ramsey/Sinclair)

2. That Cr Bill Shepherd be elected Chairperson of the Organisational Performance Committee.

Carried

ID: A643620

Organisational Performance Committee Meeting
27 May 2014

Terms of Reference Review (Item 3.2)**ID: A636568****Report from Malcolm Nicolson, Chief Executive Officer.****Moved (Shepherd/Sinclair)**

1. That the report, "Terms of Reference Review", by Malcolm Nicolson, Chief Executive Officer, and dated 1 May 2014, be received.
2. That the committee, having considered its terms of reference, confirms it has no changes it wishes to recommend to council.

Carried**Proposed Organisation Review (Item 3.3)****ID: A636576****Report from Malcolm Nicolson, Chief Executive Officer.****Moved (Shepherd/Sinclair)**

1. That the report, "Proposed Organisation Review", by Malcolm Nicolson, Chief Executive Officer, and dated 20 May 2014, be received.

Carried**It was further moved (Ramsey/Sinclair)**

2. That the committee provides the following guidance on its objectives for an organisation review:
 - a. To review Northland Regional Council's staffing and resources to ensure the organisation is best structured to:
 - i. Achieve council strategies as outlined in the CEO's Key Performance Indicators as adopted by council;
 - ii. Achieve optimal performance of core council business processes.
 - b. To identify priorities for shared services between the councils of Northland.

Noting that the review is to be structured as a staged process for:

- a. Examination of core processes;
 - b. Delivery of CEO key performance indicators;
 - c. 2015/2025 Long Term Plan considerations.
3. That the CEO report back to the committee on proposals for scope and methodology to achieve the committee's objectives.

Carried

Alignment of Chief Executive KPIs with Draft Organisation Performance Measures (Item 3.4)

ID: A636591

Report from Malcolm Nicolson, Chief Executive Officer.

Moved (Shepherd/Ramsey)

1. That the report, "Alignment of Chief Executive KPIs with Draft Organisation Performance Measures", by Malcolm Nicolson, Chief Executive Officer, and dated 1 May 2014, be received.

Carried

It was further moved (Shepherd/Sinclair)

2. That the committee recommends that the GM - Planning and Policy include the objective to "Promote Northland" as material to be discussed at the council's next 2015-2025 Long Term Plan workshop.

Carried

Mr Phipps, Deputy CEO/Operations Director and Ms Ross, GM - Planning and Policy, and Community Relations, left the meeting.

With the agreement of the meeting the Chairman sought leave to bring Item 3.6 forward in the order of business.

Local Government Reform Update (Item 3.6)

ID: A636645

Report from Malcolm Nicolson, Chief Executive Officer.

Moved (Shepherd/Ramsey)

1. That the report, "Local Government Reform Update", by Malcolm Nicolson, Chief Executive Officer, and dated 12 May 2014, be received.

Carried

Business with the Public Excluded

Moved (Shepherd/Ramsey)

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matter to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reason\Grounds
3.5	CEO Annual Performance Review	To protect the privacy of natural persons, including that of deceased natural persons

Carried

Conclusion

The meeting closed at 3.00 pm.

ITEM: 3.2

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ISSUE: Receipt of Action Sheet**ID:** A705152**To:** Organisational Performance Committee, 2 December 2014**From:** Vibeke Wright, Advisor to CEO**Date:** 17 November 2014

Report Type:	<input checked="" type="checkbox"/>	Normal operations	<input checked="" type="checkbox"/>	Information	<input type="checkbox"/>	Decision
Purpose:	<input type="checkbox"/>	Infrastructure	<input type="checkbox"/>	Public service	<input type="checkbox"/>	Regulatory function
	<input type="checkbox"/>	Legislative function	<input type="checkbox"/>	Annual\Long Term Plan	<input checked="" type="checkbox"/>	Other

Executive summary:

The purpose of this report is to enable the committee to receive the current committee action sheet (**attached**).

Legal compliance:

No decision is required.

Recommendation:

That the action sheet be received.

Organisational Performance Committee Action Sheet							
Ü	Ref	Forum	Date	Reso/ Request	By	Task Point	Progress Statement
	1	Formal meeting	27-May-14	Resolution on Item 3.3	Committee	CEO report back to the committee on proposals for scope and methodology to achieve the committee's objectives for organisation review.	Alan Bickers not available to do this work; Robyn McCall briefed 7 November 2014; will supply proposal by 24 November
Ü	2	Formal meeting	27-May-14	Resolution on Item 3.4	Committee	GM - Planning and Policy include the objective to "Promote Northland" as material to be discussed at the council's next 2015-2025 Long Term Plan workshop	Completed
Ü	3	Formal meeting	27-May-14	Request relating to	Chairman	(PX) Committee members to discuss with wider council membership at workshop to be on Friday, 30 May 2014, a process for reviewing Chief Executive's performance.	Completed
Ü	4	Workshop	2-Sep-14	Request	Committee	Provide Geoff Copstick with OAG guidance on risk committees and LGNZ principles	Completed 2 Sept 2014
	5	Workshop	2-Sep-14	Request	Committee	Constituency Columns - circulate draft rules for signoff to committee members for sign-off.	Complete
	6	Workshop	2-Sep-14	Request	Committee	Customer Satisfaction - evaluate options for testing satisfaction levels once results of LGNZ Colmar Brunton LG Reputational Index work is complete	LGNZ Colmar Brunton results delivered late October, embargoed until New Year. Also working with Waikato RC to develop CommuniTrak survey

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ISSUE: CEO Activity Report**ID:** A705105**To:** Organisational Performance Committee, 2 December 2014**From:** Malcolm Nicolson, Chief Executive**Date:** 17 November 2014

Report Type:	<input type="checkbox"/> Normal operations	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Decision
Purpose:	<input type="checkbox"/> Infrastructure	<input type="checkbox"/> Public service	<input type="checkbox"/> Regulatory function
	<input type="checkbox"/> Legislative function	<input type="checkbox"/> Annual\Long Term Plan	<input checked="" type="checkbox"/> Other
Significance:	<input type="checkbox"/> Triggered	<input checked="" type="checkbox"/> Not Triggered	

Executive Summary:

This report signals my intent to present the committee with a verbal update at the meeting about recent activity that's relevant to its terms of reference.

Legal compliance and significance assessment:

No decision is sought as a result of this report other than the receipt of information. The recommended resolution does not trigger significance policy thresholds and is therefore deemed to be of low significance.

Recommendation(s):

That the report, CEO Activity Report, by Malcolm Nicolson, Chief Executive, and dated 17 November 2014, be received.

The Organisational Performance Committee is tasked with examining key areas of the organisation's performance, in order to clarify council's expectations in key areas by developing policies and guidelines for operational expectations.

The purpose of this report is to signal that I will give a brief verbal update at the meeting on progress made on matters the Committee has highlighted as areas of interest:

- Proposals for scope & methodology to achieve committee's objectives for organisation review
- Customer satisfaction
- Incentives and rewards for innovation
- Staff morale survey results

The committee's feedback is welcomed. Members are reminded that should the committee wish to recommend a course of action requiring additional resource commitment, then it would be appropriate to make a recommendation to council to this effect, and allowing a more detailed report to be prepared.

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ISSUE: Human Resources Statistics**ID:** A705725**To:** Organisational Performance Committee**From:** Judy Macdonald, Human Resources Manager**Date:** 19 November 2014

Report Type:	<input type="checkbox"/>	Normal operations	<input checked="" type="checkbox"/>	Information	<input checked="" type="checkbox"/>	Decision
Purpose:	<input type="checkbox"/>	Infrastructure	<input type="checkbox"/>	Public service	<input type="checkbox"/>	Regulatory function
	<input type="checkbox"/>	Legislative function	<input type="checkbox"/>	Annual\Long Term Plan	<input checked="" type="checkbox"/>	Other
Significance:	<input type="checkbox"/>	Triggered	<input checked="" type="checkbox"/>	Not Triggered		

Executive Summary:

The purpose of this report is to provide the Committee an opportunity to identify key human resources statistics it wishes to be informed of at subsequent meetings.

Legal compliance and significance assessment:

No specific decision is sought as a result of this report other than the receipt of information, and identification of specific information to be reported in future. The recommended resolution does not trigger significance policy thresholds and is therefore deemed to be of low significance.

Recommendation(s):

-
1. That the report Human Resources Statistics by Judy Macdonald, Human Resources Manager, and dated 19 November 2014, be received.
 2. That the Committee identifies the following statistics of being of particular interest for future reporting: _____.
-

The Organisational Performance Committee has been tasked by the council to examine key areas of the organisation's performance. In discussions over recent months, interest has been expressed in reviewing human resources data to identify any trends or emerging issues that may impact the organisation's performance and productivity.

Given that the collation and analysis of such data may require significant resources (particularly for matters not already subject to data capture within our current systems), the Committee is asked to review the types of information we could produce over coming months, in order that a work programme can be developed. Suggestions are set out below. The Committee is invited to identify any other data-sets it believes would be useful in its assessments.

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Data set	Information readily available in our current systems?	Scale of difficulty to collate/analyse 1 (easy) to 10 (hard)	Likely reporting within
1. Percentage of total salary bill spent on leadership, management and staff training	Yes	2 Provided by Finance	First report within 3 months then six monthly or annually
2. Percentage of total vacancies filled by internal/external appointments, including reasons why an external or internal appointment was made in last 12 months	Yes	3 Provided by HR	First report within 3 months then six monthly or annually
3. Staff turnover rates	Yes	1 Provided by HR	First report within 3 months then 3 monthly
4. Amount of sick leave taken	Yes	2 Provided by Finance – if need by month rather than by year will be manual data so 8	First report within 3 months then annually
5. Time lost through workplace injuries	Yes	2 Provided by Finance	First report within 3 months then six monthly or annually
6. Staff time allocated to research	No – need code in timesheet system	3 Provided by Finance	First report within six months once code created and used

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7. Staff time spent on training related to new technology	No – need code in timesheet system	3 Provided by Finance	First report within six months once code created and used
8. Number of hours/days training per employee per year	Yes	3 Provided by Finance – dependent on staff coding timesheet correctly	First report within 3 months then six monthly or annually
9. Percentage of employees with up to date career development plans	No Needs to be better captured by the Performance System	4 Provided by HR – would need to be uplifted and collated from Performance Reviews	First report within 3 months then six monthly or annually
10. Time spent on customer complaints	No – need code in timesheet system	3 Provided by Finance	First report within six months once code created and used
11. Age profiles of staff (based on 5 year increments)	Yes	2 Provided by Finance	First report within 3 months then annually
12. Salary bands of staff (based on 10K increments)	Yes	2 Provided by Finance	First report within 3 months then annually

Note: For any items where we have data we could with time go back and compare the past 3 to 5 years however where we do not currently collect the data or have just started collecting the data we will only be only go back 12 months or move forward.

ISSUE: Business with the Public Excluded**ID:** A705166**To:** Organisational Performance Committee, 2 December 2014**From:** Vibeke Wright, Advisor to the CEO**Date** 17 November 2014**Executive summary:**

The purpose of this report is to recommend that the public be excluded from the proceedings of this meeting to consider the confidential matters detailed below for the reasons given.

Recommendations:

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reason\Grounds
4.1	Confidential Minutes of the Organisational Performance Committee Meeting – 27 May 2014	The reasons for excluding the public are as stated in the minutes of the open section of that meeting.
4.2	CEO Activity Report	To protect information which is subject to an obligation of confidence ... where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied (7)(2)(c)
4.3	Chief Executive 360 Review	To protect the privacy of natural persons (7)(2)(a)
