

**ORDINARY MEETING**

**OF**

**CEO PERFORMANCE REVIEW COMMITTEE**

**MINUTES**

**Time:** 2:00 pm  
**Date:** Wednesday, 28 August 2019  
**Venue:** Mayor's Reception Room  
Level 8, Tahiwi  
113 The Terrace  
Wellington

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**PRESENT**

Mayor Lester  
Councillor Calvert  
Councillor Day (Chair)  
Councillor Fitzsimons  
Councillor Foster  
Councillor Pannett

**IN ATTENDANCE**

Councillor Woolf



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## **1. Meeting Conduct**

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The Chairperson opened the meeting at 2:03 pm.

### **1.1 Apologies**

No apologies were received.

### **1.2 Conflict of Interest Declarations**

No conflicts of interest were declared.

### **1.3 Confirmation of Minutes**

**Moved Councillor Day, seconded Councillor Calvert**

#### **Resolved**

That the CEO Performance Review Committee:

1. Approves the minutes of the CEO Performance Review Committee Meeting held on 30 April 2019, having been circulated, that they be taken as read and confirmed as an accurate record of that meeting.

**Carried**

### **1.4 Items not on the Agenda**

**Moved Councillor Day, seconded Councillor Foster**

#### **Resolved**

That the Chief Executive Performance Review Committee:

1. Consider the item regarding Wellington City Council CEO Job Description as a major item not on the agenda of the 28 August 2019 CEO Performance Review Committee meeting.

**Carried**

#### **1.4.1 Wellington City Council CEO Job Description**

**Moved Councillor Day, seconded Councillor Foster**

#### **Resolved**

That the CEO Performance Review Committee:

1. Receive the information.
2. Approve the Wellington City Council CEO job description as per attachment 1 with the following amendments:
  - a. A new point be added to Key Responsibilities – Governance: “Deliver the decisions made by Council”

- b. The phrase “to ensure a positive Council profile” in Key Responsibilities – Communications and Engagement be deleted from the fourth point
- c. The word “pushing” in Job Requirements – Negotiating be replaced with “working”

**Carried**

**Note:** With the leave of the meeting Clauses 2a, 2b and 2c were added to the motion.

#### **Attachments**

- 1 Wellington City Council Job Description

### **1.5 Public Participation**

There was no public participation.

## **2. Public Excluded**

### **Moved Councillor Day, seconded Councillor Fitzsimons**

#### **Resolved**

That the CEO Performance Review Committee:

- 1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public – except for Geoff Summers (Independent Advisor, Future Advantage Business Consulting Ltd) because of his knowledge of matters which help the CEO Performance Review Committee in its decision-making – from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
2.1 Chief Executive's performance 2018-2019 year	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

**Carried**

The meeting went into public excluded session at 2:14 pm.  
The meeting concluded at 3:25 pm.

Confirmed: \_\_\_\_\_  
Chair

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**ORDINARY MEETING**

**OF**

**CEO PERFORMANCE REVIEW COMMITTEE**

**MINUTE ITEM ATTACHMENTS**

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**Business**

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**Item not on the agenda – tabled at meeting**

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**CEO PERFORMANCE REVIEW COMMITTEE**  
28 AUGUST 2019

Absolutely Positively  
**Wellington City Council**  
Me Heke Ki Pōneke

## WELLINGTON CITY COUNCIL CEO JOB DESCRIPTION

### PUBLIC EXCLUDED

**Grounds:** Section s48(1)(a) - That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

**Reason:** Section 7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.

### Purpose

1. This report asks the CEO Performance Review Committee to approve the CEO job description as per Attachment 1 for the recruitment process.

### Summary

2. The current Wellington City Council CEO's contract comes to an end in March 2020.
3. Under New Zealand law the Council has to advertise for the role. The process will begin soon.
4. Long listing discussions will occur with the CEO Recruitment Committee in mid-September. Short listing will occur late September; then there will then be a pause on the recruitment due to the Elections. Confirmation of the short list will occur with the new Council in early November and it is likely that interviews will be held in mid-November.

### Recommendation/s

That the CEO Performance Review Committee:

1. Receive the information.
2. Approve the CEO job description as per attachment 1.

### Attachments

Attachment 1. Wellington City Council CEO Job Description

Author	Geoff Summers, External Advisor
Authoriser	Meredith Blackler, Director, Human Resources



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**CEO PERFORMANCE REVIEW COMMITTEE**  
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**SUPPORTING INFORMATION**

Engagement and Consultation  
NA

Treaty of Waitangi considerations  
NA

Financial implications  
NA

Policy and legislative implications  
NA

Risks / legal  
NA

Climate Change impact and considerations  
NA

Communications Plan  
NA

Health and Safety Impact considered  
NA



**Chief Executive Officer**

**Job Description**

<b>Role Title</b>	Chief Executive Officer
<b>Reports to</b>	Mayor of Wellington

**Welcome to Wellington City Council**

By many standards, Wellington is doing well. Wellingtonians enjoy a quality of life that's among the highest in not just New Zealand, but the world. The capital is consistently placed among the world's top cities in international studies that measure liveability and quality of life. In both 2017 and 2018, a Deutsche Bank study of 50 cities around the world rated Wellington as having the highest quality of life.

Wellington has low deprivation levels compared to other cities in New Zealand. Nationally, it has the highest percentage of people with a tertiary education and the highest average household income. Wellingtonian's CO<sub>2</sub> equivalent emissions per capita are significantly lower than the average for major cities in New Zealand and Australia (6 tonnes compared to 20.4 tonnes).

Under the Local Government Act, Wellington City Council is responsible for enabling democratic decision-making and action by, and on behalf of, communities. The Council aims to meet the current and future needs of communities by providing good-quality local infrastructure, public services and performing regulatory functions.

The Council has a healthy overall financial position, which is reflected in an AA credit rating with Standard & Poor's, the highest for a public sector entity in New Zealand. Council services also provide good value for money. In 2018/19, it cost residents about \$6.51 per day for the Council to deliver all its services.

While there is much to celebrate, as with all cities there are also challenges. Wellington is a forward-looking city and as it moves towards its long term vision, Wellington 2040, the Council has plans to pre-emptively manage the demands of a growing population, continue to make the city more resilient to shocks and invest in the environment, and maintain economic growth by developing the city's competitive advantages.

The Council serves the residents and businesses of the city of Wellington. To ensure it meets their needs it consults and engages with them on a regular basis and has developed its vision and long term plans to meet those needs.

**Our Council vision is**

**Kia mahi ngātahi mō Pōneke mō tōna āpōpō | Working together for Wellington's future.**

**Our four core values are:**

- He tangata, he tangata, he tangata | We put people at the heart of what we do
- Mahi ngātahi | We collaborate
- Whakapai ake | We're always improving
- Mana tiaki | We care for our places.

**Te Tiriti o Waitangi/The Treaty of Waitangi**

Wellington City Council is committed to the principles of the Treaty of Waitangi – partnership, participation and protection - and as such, we work with our iwi partners and the wider Māori community to meet their needs and aspirations for the city.

### Wellington Towards 2040: Smart Capital

Our vision for the city is articulated in **Wellington Towards 2040: Smart Capital**. There are four pillars to this strategy:

- **People-Centred City**  
Building a healthy, vibrant, affordable and resilient city with a strong sense of identity and “place” expressed through urban form, openness and accessibility.
- **Connected City**  
A city with easy access to regional, national and global networks. Connections will be: physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to connect with each other and their communities.
- **Eco-City**  
Proactively responding to environmental challenges, taking an environmental leadership role as the capital city of clean, green New Zealand.
- **Dynamic City**  
A city with a dynamic centre – a place of creativity, exploration and innovation. The central city will continue to drive the regional economy and provide Wellingtonians and visitors alike with unique and outstanding experiences.

### 10 Year Plan Priority areas

We want our city to continue to thrive. To achieve this, we need to understand and address the challenges we face. How we do this through Our 10-Year Plan will potentially shape the city for generations to come. With the challenges in mind, we have identified the following priority investment areas:

- **Resilience and environment** – investing in core infrastructure, looking after the environment and making our city more resilient against future shocks
- **Housing** – investing in quality and affordable housing to accommodate our growing population
- **Transport** – investing in transport options to maintain easy access in and out and around our city, promoting alternatives to private car usage, and reducing congestion
- **Sustainable growth** – investing in economic projects that stimulate growth and diversification, and planning for population growth in ways that recognise the city’s special character
- **Arts and culture** – investing in arts and culture to maintain our position internationally as a vibrant, edgy capital

**Detailed description of Chief Executive Officer**

<p><b>Purpose of the Role:</b></p> <ul style="list-style-type: none"> <li>To support the Mayor and Councillors in developing the strategic vision and plans for the city.</li> <li>Implement these strategies and plans in a financially prudent and customer focused manner.</li> <li>To provide effective management, operation and control of all city council activities.</li> <li>Proactively and inclusively leading the employees of Wellington City Council.</li> </ul>	
<p><b>Direct reports</b></p> <ul style="list-style-type: none"> <li>Chief Financial Officer</li> <li>Chief Operations Officer</li> <li>Chief City Planner</li> <li>Director Human Resources</li> <li>Director Strategy and Governance</li> <li>Chief Advisor</li> </ul>	<p><b>Indirect reports</b></p> <p>Approx 1800 Staff</p> <p>Council Controlled Organisations</p>
<p><b>Key Relationships:</b></p>	
<p><b>Internal</b></p> <p>Mayor</p> <p>Councillors</p> <p>Staff</p>	<p><b>External</b></p> <p>Community Organisations</p> <p>Wellington commercial organisations</p> <p>Industry bodies</p> <p>Wellington region council's</p> <p>Central Government Ministries &amp; Departments</p> <p>Contractors</p> <p>Iwi</p>

Key Responsibilities	To achieve this you will need to:	As a result we will see:
Strategy & Planning	<ul style="list-style-type: none"> <li>▪ In conjunction with Mayor and Councillors develop strategies and plans that will drive economical and social wellbeing for Wellington.</li> <li>▪ Proactively manage resources to develop the key priorities.</li> <li>▪ Deliver the plans within budget, timeframe and policy.</li> <li>▪ Scan the environment for future influences, risks and opportunities and provide advice to adjust plans accordingly.</li> <li>▪ Ensure the diverse needs of the community are embedded in strategic plans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Robust and fit for purpose strategies and plans are developed and implemented.</li> <li>▪ Plans are adequately resourced and are delivered within agreed budgets, timeframes and policy.</li> <li>▪ Proactive advice on influences, risks and opportunities.</li> <li>▪ Issues are communicated, managed and resolved in a timely way.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>▪ Provide well-rounded, clear, unbiased and transparent advice to council in a timely manner.</li> <li>▪ Ensure advice and decision making is compliant and consistent with all relevant legislation and codes of practice.</li> <li>▪ Work cooperatively and in partnership with the Mayor and Councillors to ensure all parties are fully informed and involved in relevant issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advice to Council is credible and trusted.</li> <li>▪ Advice to Council that is compliant with all relevant legislation and codes of practice.</li> <li>▪ Decisions of the Council are compliant and consistent with all relevant legislation and codes of practice.</li> <li>▪ Fewer decisions rejected by Council as a result of incomplete or unclear advice.</li> <li>▪ High levels of cooperation with the Mayor and Councillors .</li> </ul>
Financial & Risk Management	<ul style="list-style-type: none"> <li>▪ Ensure that Council meets its agreed financial targets and due financial care is taken with the prudence expected of a publicly funded organisation.</li> <li>▪ Regularly review financial structures and make recommendations for expanding revenue and containing costs.</li> <li>▪ Monitor all areas of risk and deliver risk mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial targets are met.</li> <li>▪ A culture of financial care and prudence.</li> <li>▪ Appropriate and fit for purpose financial structures.</li> <li>▪ Risks are identified, mitigated, managed and resolved.</li> </ul>

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Operations	<ul style="list-style-type: none"> <li>▪ Provide efficient and effective facilities and services to rate payers ensuring optimal standards of service.</li> <li>▪ Look for and act on opportunities to make improvements in systems and processes, putting the customer at the centre of what Council delivers.</li> <li>▪ Ensure compliance with all statutory and regulatory provisions applicable to the operation of council.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council operations are compliant with all statutory and regulatory provisions</li> <li>▪ Council services and facilities are provided in an efficient and effective way.</li> <li>▪ Increasing levels of customer satisfaction with value for money of Council services and operations.</li> </ul>
Communication and Engagement	<ul style="list-style-type: none"> <li>▪ Positively promote the image of Council.</li> <li>▪ Liaise and consult with the community and relevant stakeholders.</li> <li>▪ Liaise and consult with Mana Whenua.</li> <li>▪ Establish and maintain links with the media to ensure a positive Council profile.</li> <li>▪ Engage with local and central government to ensure council's voice is heard.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective relationships with key external and internal stakeholders to progress the Council's key initiatives, priorities and strategies.</li> <li>▪ Increasing levels of support for Council strategies and policies from the community.</li> <li>▪ Effective Māori partnership is evident.</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>▪ Provide clear leadership to employees to ensure an integrated approach to strategic delivery and service provision.</li> <li>▪ Promote a constructive culture, underpinned by the Council's values, that puts customers at the heart of what we do.</li> <li>▪ Ensure that the organisation has the capacity and capability to deliver on the council plans and activities.</li> <li>▪ Implement a performance management framework which emphasises, empowerment, accountability and continuous improvement.</li> <li>▪ Build an effective and cohesive ELT that delivers on the work programmes and role models the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Culture survey results for the organisation show continuous improvement.</li> <li>▪ Employees are clear about Council's strategic approach and how their roles support delivery and service provision.</li> <li>▪ The organisation has the capacity and capability to deliver on the council plans and activities.</li> <li>▪ Council's performance management framework reflects and supports the organisation's values.</li> <li>▪ The ELT are an effective and cohesive team.</li> <li>▪ Expected values, behaviours and culture are role modelled.</li> </ul>

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	expected values and behaviours.	
Health and Safety	<ul style="list-style-type: none"> <li>Ensure that all employees are provided with a safe working environment through the implementation of the Council's safety management systems and promotion of a positive health and safety culture.</li> </ul>	<ul style="list-style-type: none"> <li>An organisational culture, supported by processes and practice, that views health and safety as a critical element of business as usual.</li> </ul>

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JOB REQUIREMENTS – Chief Executive Officer
<p><b>Qualifications:</b> A relevant tertiary or professional qualification or equivalent experience.</p> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>▪ Proven experience as an executive leader in a complex environment.</li> <li>▪ The ability to lead and manage a large and diverse organisation.</li> <li>▪ A strong sense of community and how communities and stakeholders interact with an organisation.</li> <li>▪ Experience in working in a high profile and political environment.</li> <li>▪ The ability to build strong relationships and networks with a wide variety of stakeholders.</li> </ul> <p><b>Competencies</b></p> <ul style="list-style-type: none"> <li>▪ <b>Critical thinking</b> – You are intelligent with a depth and breadth of knowledge and are comfortable dealing with concepts and complexity. You make reasoned and timely decisions without letting emotions influence the decision. As a capable and agile thinker you do not intimidate others or get frustrated with the process.</li> <li>▪ <b>Leadership courage</b> – You step up when times are challenging and lead people through this time. You are a role model for the culture and values of the Council and you see the strengths and weaknesses of people. You manage any conflict in a reasoned manner through to an accepted resolution.</li> <li>▪ <b>Politically astute</b> – You understand the political context in which the Council operates and are sensitive to political processes. Can remain politically neutral while working with complex political situations and understand the key policies and practices behind the required procedures.</li> <li>▪ <b>Operational ability</b> – With a focus on value for ratepayers you get things done and eliminate roadblocks. You create strong teams of empowered people who understand organisational processes and always look for opportunities for improvement. You are motivated to demonstrate energy and drive for yourself and others to achieve results.</li> <li>▪ <b>Professionalism</b> – you promote and behave in ways that support the culture and values of the Council. You are self-aware and accept criticism and feedback positively. You remain professional even in tough times by being calm and holding things together. You learn from mistakes and strive for personal development.</li> <li>▪ <b>Energy and drive</b> – You work towards the end goal - not losing sight of it or giving up when faced with set backs that may derail the process for achieving results. You are flexible in your approach and those of others when working towards required outcomes. You are motivated to demonstrate energy and drive for your self and others to achieve results.</li> <li>▪ <b>Biculturalism</b> - Understanding and meeting the needs of Māori in the Council's internal working environment and in the delivery of services to the Wellington community.</li> <li>▪ <b>Diversity and Inclusion</b> – Create an environment of diversity and inclusion in the workplace</li> <li>▪ <b>Predicting</b> – Analysing available information to assess the most likely long term result of a range of options. Supplements available information with experience and judgment to ensure predictions are as accurate as possible.</li> </ul>

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<ul style="list-style-type: none"><li>▪ <b>Negotiating</b> – Reaching a consensus view without damaging relationships and with minimal noise. Pushing as hard as possible so both parties agree they have achieved a win-win outcome.</li><li>▪ <b>Prioritising</b> – Making decisions in the context of the contribution to Council outcomes given the level of investment required.</li><li>▪ <b>Challenging</b> – Leading the conversation to constantly question the status quo and think of innovative new ways to deliver on customer expectations. Looking across the organisation to provide the Council with an “alternative line of sight” that gives confidence as to how the organisation is progressing towards the vision, and advising on the best way to address strategic issues.</li></ul>
<b>Delegated authorities:</b> Level 8
<b>Disclaimer</b> The responsibilities above are intended to describe the general nature and level of work required by the incumbent to achieve the expected outcomes for the job. From time to time, the incumbent may be required to perform duties outside of these responsibilities as required.

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