

If calling, please ask for Democratic Services

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## **Chief Executive Employment Review Committee**

Tuesday 10 August 2021, 9.30am

Committee Room, Greater Wellington Regional Council  
100 Cuba Street, Te Aro, Wellington

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### **Members**

Cr Hughes (Chair)

Cr Gaylor (Deputy Chair)

Cr Kirk-Burnnand

Cr Laban

Cr Ponter

# Chief Executive Employment Review Committee

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Tuesday 10 August 2021, 9.30am

Committee Room, Greater Wellington Regional Council  
100 Cuba Street, Te Aro, Wellington

## Public Business

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3.	Public participation		
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## Public Excluded Business

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**4**

Please note these minutes remain unconfirmed until the Chief Executive Employment Review Committee meeting on 10 August 2021.

Report 21.249

## **Public minutes of the Chief Executive Employment Review Committee meeting on Thursday 3 June 2021**

Committee Room, Greater Wellington Regional Council  
100 Cuba Street, Te Aro, Wellington at 1.27pm.

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### **Members Present**

Councillor Hughes (Chair)  
Councillor Gaylor  
Councillor Kirk-Burnnand  
Councillor Ponter

### **Public Business**

#### **1. Apologies**

Moved: Cr Ponter / Cr Gaylor

That the Committee accepts the apology for absence from Cr Laban.

The motion was **carried**.

#### **2. Declarations of conflicts of interest**

There were no declarations of conflicts of interest.

#### **3. Public participation**

There was no public participation.

**4. Public minutes of the Chief Executive Employment Review Committee meeting of 23 February 2021 - Report 21.77**

Moved: Cr Kirk-Burnnand / Cr Gaylor

That the Committee confirms the Public minutes of the Chief Executive Employment Review Committee meeting of 23 February 2021 – Report 21.77.

The motion was **carried**.

**5. Resolution to exclude the public**

Moved: Cr Hughes / Cr Gaylor

That the Committee excludes the public from the following parts of the proceedings of this meeting, namely:

Confirmation of the Restricted Public Excluded minutes of the Chief Executive Employment Review meeting on 23 February 2021

Draft Chief Executive performance Indicators for 2021/22

The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) for the passing of this resolution are as follows:

<b>Confirmation of the Restricted Public Excluded minutes of the Chief Executive Employment Review meeting on 23 February 2021</b>	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
The information contained in these minutes relates to remuneration parameters and the draft employment agreement which will be applied in negotiations with the preferred candidate for the position of Chief Executive. Release of this information would be likely to prejudice or disadvantage the ability of Greater Wellington to carry on negotiations with the preferred candidate. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.	The public conduct of this part of the meeting is excluded as per section 7(2)(i) of the Act (to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)).

**Draft Chief Executive performance indicators for 2021/22**

<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
<p>This report contains information relating to the current Chief Executive's performance agreement. Release of this information would prejudice the privacy of Greg Campbell, Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council.</p> <p>Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override Mr Campbell's privacy.</p>	<p>The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).</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 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public.

The motion was **carried**.

The public part of the meeting closed at 1.29pm.

Cr G Hughes  
(Chair)

Date:



Please note these minutes remain unconfirmed until the Chief Executive Employment Review Committee meeting on 10 August 2021.

The matters referred to in these minutes were considered by the Chief Executive Employment Review Committee on 3 June 2021 in Public Excluded business. These minutes do not require confidentiality and may be considered in the public part of the meeting.

Report RPE21.250

## **Restricted Public Excluded minutes of the Chief Executive Employment Review Committee meeting on Thursday 3 June 2021**

Committee Room, Greater Wellington Regional Council  
100 Cuba Street, Te Aro, Wellington at 1.29pm.

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### **Members Present**

Councillor Hughes (Chair)  
Councillor Gaylor  
Councillor Kirk-Burnnand  
Councillor Ponter

#### **1. Restricted Public Excluded minutes of the Chief Executive Employment Review Committee meeting of 3 June 2021 - Report 21.78**

Moved: Cr Kirk-Burnnand / Cr Gaylor

That the Committee confirms the Restricted Public Excluded minutes of the Chief Executive Employment Review Committee meeting of 23 February 2021 – Report 21.78.

The motion was **carried**.

#### **2. Draft Chief Executive performance indicators for 2021/22 – Report RPE21.195**

Moved: Ponter / Cr Kirk-Burnnand

That the Committee:

1. Recommends that Council extends the 2020/21 Chief Executive performance indicators, with appropriate updates, to 31 December 2021.



2. Agrees the draft 2021/22 Chief Executive performance indicators, as amended by the Committee, for discussion with the new Chief Executive, and then for finalisation and adoption by Council.

The motion was **carried**.

The Restricted Public Excluded part of the meeting closed at 2.45pm.

Cr G Hughes  
(Chair)

Date:



For Decision

## RESOLUTION TO EXCLUDE THE PUBLIC

That the Committee excludes the public from the following parts of the proceedings of this meeting, namely:

1. Chief Executive performance review for 2020/21
2. Chief Executive remuneration review for 2020/21
3. Updated Chief Executive performance indicators for 2021/22

The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) for the passing of this resolution are as follows:

<b>Chief Executive performance review for 2020/21 – Report RPE21.296</b>	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
<p>This report contains information relating to the current Chief Executive’s full year performance review. Release of this information would prejudice the privacy of Greg Campbell, Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council.</p> <p>Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override Mr Campbell’s privacy.</p>	<p>The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).</p>

<b>Chief Executive remuneration review for 2020/21 – Report RPE21.297</b>	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
<p>This report contains information relating to the current Chief Executive’s full year remuneration review. Release of this information would prejudice the privacy of Greg Campbell, Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council.</p> <p>Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override Mr Campbell’s privacy.</p>	<p>The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).</p>
<b>Updated Chief Executive performance indicators for 2021/22 – Report RPE21.312</b>	
<i>Reason for passing this resolution in relation to each matter</i>	<i>Ground(s) under section 48(1) for the passing of this resolution</i>
<p>This report contains information relating to the Chief Executive’s performance agreement. Release of this information would prejudice the privacy of the Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council.</p> <p>Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the Chief Executive's privacy.</p>	<p>The public conduct of this part of the meeting is excluded as per section 7(2)(a) of the Act (to protect the privacy of natural persons, including that of deceased natural persons).</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 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public.



## For Decision

### CHIEF EXECUTIVE PERFORMANCE REVIEW FOR 2020/21

#### Te take mō te pūrongo

##### Purpose

1. To advise the Chief Executive Employment Review Committee (the Committee) on the review of the Chief Executive's performance for 2020/21.

#### He tūtohu

##### Recommendation

That the Committee **makes** a recommendation to Council on the Chief Executive's performance for 2020/21.

#### Te aukati atu i te marea

##### Exclusion of the public

2. Grounds for exclusion of the public under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) are:

The information contained in this report includes personal and identifying information about the Chief Executive. Withholding this information is necessary to protect the privacy of that natural person (section 7(2)(a) of the Act) as releasing this information would disclose information pertaining to the employment relationship between the Chief Executive and Council. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.

#### Te tāhū kōrero

##### Background

3. The Chief Executive commenced his role in September 2014. With the completion of his five-year term of appointment, the Chief Executive was appointed by Council in 2019 for a new two-year term, which expires on 14 September 2021. Under the terms of his employment agreement, Council must enter into an annual performance agreement with the Chief Executive and review that performance. The performance review is required to evaluate all aspects of the Chief Executive's performance and conduct, with reference to the agreed objectives. As part of the performance review, Council will

identify with the Chief Executive any appropriate education and training needs and opportunities.

#### ***Chief Executive's report***

4. The Chief Executive's report for the year ending 30 June 2021 is included as **Attachment 1**.

#### ***Self-assessment***

5. A copy of the Chief Executive's self-assessment of the outcome of the Key Performance Indicators for 2020/21 is included as **Attachment 2**.

#### ***Independent performance report***

6. It is standard practice for Performance Report, written by an independent consultant, to be prepared each year. This report contributes to the assessment of performance against the Chief Executive's Key Performance Indicators, and summarises feedback received from a 360 evaluation process.
7. As the Chief Executive's term of appointment concludes on 14 September 2021, the Chair of the Chief Executive Employment Review Committee, with the agreement of the Chief Executive, has determined that it is not necessary to commission an independent performance report this year. Therefore, the Committee's overall assessment of the Chief Executive's performance for 2020/21 will be based on his delivery of the Chief Executive Key Performance Indicators set for 2020/21.

#### **Ngā hua ahumoni**

##### **Financial implications**

8. There are no financial implications arising from the matter for decision.

#### **Ngā tikanga whakatau**

##### **Decision-making process**

9. The matter requiring decision in this report was considered against the decision-making requirements of Part 6 of the Local Government 2002.

#### **Te hiranga**

##### **Significance**

10. The significance (as defined by Part 6 of the Local Government Act 2002) of the matter was considered, taking into account Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. It is considered that the matter is of low significance, due to administrative nature of this decision.

## **Te whakatūtakitaki**

### **Engagement**

11. Due to its confidential nature and low significance no engagement has been undertaken.

## **Ngā tūāoma e whai ake nei**

### **Next steps**

12. The Committee Chair will prepare a report for the Council meeting on 19 August 2021. This will enable Council to consider the Committee's recommendation/s arising from the performance review. The Chief Executive will then be informed of Council's decision.
13. The Committee also needs to report to Council with a recommendation on the Chief Executive's remuneration. The Committee is considering the related report (Chief Executive remuneration review for 2020/21 – Report RPE20.297) at this meeting.

## **Ngā āpitihanga**

### **Attachment**

<b>Number</b>	<b>Title</b>
1	Chief Executive's report for the year ending 30 June 2021
2	Chief Executive's self-assessment of the outcome of the Key Performance Indicators for 2020/21

## **Ngā kaiwaitohu**

### **Signatory**

Writer	Cr Glenda Hughes – Chair, Chief Executive Employment Review Committee
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**He whakarāpopoto i ngā huritaonga  
Summary of considerations**

***Fit with Council's roles or with Committee's terms of reference***

The Committee's terms of reference provide a specific responsibility to "conduct the annual reviews of the Chief Executive's performance and remuneration, and make recommendations to Council as an outcome of those reviews."

***Implications for Māori***

There are no apparent implications for Māori.

***Contribution to Annual Plan / Long Term Plan / Other key strategies and policies***

This report does not contribute to Council's or Greater Wellington's key strategies and policies.

***Internal consultation***

There was no internal consultation on this report.

***Risks and impacts - legal / health and safety etc.***

There are no known risks and impacts arising from the matter for decision.

Restricted Public Excluded

## Chief Executive's Report to July 2021

I have pleasure in presenting the Chief Executive's annual performance report for 2020/21 to the Committee.

This report will be my last as Chief Executive before my term of service ends in September 2021.

In doing so, I reflect a sense of pride in how Council has managed through a complex, unpredictable, and congested period. I also reflect on how our teams have developed and grown in capability in recent years, enabling us to do so successfully.

A highlight of the year was the move of our Wellington operations into our new location in Cuba Street. This was a huge undertaking for us, and was landed not only well operationally, but with strong staff acceptance of the new ways of working that came with the move. We now look forward to our move to our new Masterton offices early in the next calendar year.

Another point of pride is our overall Gallup staff engagement score which moved up to a new high of 4.11. This was achieved alongside bedding in structural and people changes in Metlink and "Fit for the Future" change discussions in Environment and Catchment functions, indicating that we are achieving strong engagement on the changes proposed.

Externally, our reputation scores for both Greater Wellington and Metlink have seen further strong improvement – Metlink is up a whopping six points, and well ahead of Council KPI aspirations for the period. Associated with this, our social media presence and communications ability continued to grow.

This was an "LTP year." The past twelve months have seen Council, staff, mana whenua partners and other key stakeholders engaged in developing our new long-term plan. The strong sense of co-design, the development of a strategic framework, and clarity of the associated priorities were a stand-out. The conclusion by Council that this LTP process was "the best ever" was appreciated by all.

All this has played out alongside an environment of ongoing significant change. We are engaged in wider reform debates across many of our areas of activity -- the three waters, resource management and local government reforms would see substantial changes for us. I am confident that the organisational changes implemented in Metlink and those under design with staff in our environment management areas will ensure that we are ready and equipped for these changes.

On the whole, Key Performance Indicators (KPIs) handed down by the Council are very positive (refer to **Attachment 2** for the summary of performance against the KPIs).

All key environmental KPI outcomes were *achieved*.

Overall satisfaction with public transport lifted dramatically from 87% in 2019 to 94% in this period. However, the on-time performance target across the rail network was *not achieved*, and will continue to present a challenge with infrastructure works and weather-related impacts. The bus network has presented renewed challenges with worsening driver shortages and industrial action with our operators. These challenges are being taken on by Metlink leadership, with timetable adjustments and living wage contractual adjustments.

Our programme management performance illustrates the complexity we have managed with our multi-party activities. Overall, this KPI was *not achieved*. I am confident of the performance of our programme management function and capabilities. This was validated by an independent audit of our capability during the year. Complex internal programmes such as our new systems platform (Optimus) and new accommodation have been delivered to an outstanding standard. However, programmes where we work with partners (RiverLink, Let's Get Wellington Moving (LGWM), Port Future, and National Ticketing) have endured delays and resourcing issues, which has damaged this KPI result.

Despite these issues, the programmes are advancing, and Greater Wellington's interests are being progressed successfully.

Looking to the future, I am confident that the Council is well placed to take on our many challenges ahead. The *Fit for the Future* programme will deliver a new way of working across our environment operations. The approach of co-design will ensure strong ongoing support of our staff for the changes we need to make. Our new business model is recognised across our sector as leading the way.

The cohesion between governance, management, and staff sets us apart from our peers. Thank you to Council leadership for enabling this.

We are occupying a leadership position across many regional and national activities, including resilience, climate change, transport, and environmental issues. Our relationships with our key partners are strong. Resourcing initiatives with mana whenua are transformational for our future relationships.

I have enjoyed my work in the regional sector, leading Transport and Harbour Safety portfolios nationally. I have also sat on the Transmission Gully Implementation Board and LGWM Management Board, and acted as Deputy Chair of the regional Civil Defence Emergency Management Group.

I have been humbled to serve the Council, region and country in my various capacities, and thank Council for the opportunity to do so, and for the support throughout my term. My heart will always be with the GW Way!



Greg Campbell  
**CHIEF EXECUTIVE**

Restricted Public Excluded

## Chief Executive's Key Outcomes and Performance Indicators 2020/21

**GWRC's vision: an extraordinary region – thriving, connected, and resilient**

### Long-Term Plan Strategic Priorities

Freshwater quality and biodiversity	Regional resilience	Water supply	Public transport	Organisational excellence
The quality of freshwater in our rivers, lakes, and streams is maintained or improved, and our region has healthy plant, bird, and wildlife habitats.	Our infrastructure is resilient to adverse events, and supports our region's economic and social development.	Our bulk water supply infrastructure consistently delivers high-quality drinking water to the four city councils.	The Wellington region has a world-class integrated public transport network.	GWRC is recognised as a customer-centric organisation and an excellent employer.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
1	<b>Compliance with statutory requirements under the <i>Local Government Act 2002</i></b>  <i>Organisational excellence</i>	Our organisation fulfils its obligations fully and with passion to deliver value for money to its communities.	Approval of the Long-Term Plan (LTP) within statutory timeframes	LTP is approved by 30 June 2021.	Achieved
			Council receives sufficient financial information to allow good governance.	The format and content of financial reports are approved by FRAC in Q1 of 2020/21.	Achieved

### LTP

LTP 2021-31 was unanimously adopted by the Council on 29 June 2021, with an unqualified audit opinion.

Over the past 12 months, Council, ELT, staff across the organisation, mana whenua partners, and other key stakeholders were engaged in developing our LTP:

- 12 Council Workshops;
- seven Council Meeting reports;
- three days of hearings and deliberations;
- 18 ELT reports and workshops;
- 12 staff workshops/briefings; and
- 12 hui with mana whenua.

During the 32 days (slightly longer than the minimum statutory requirement) of public consultation in April – May 2021, we received 331 formal submissions. Fifty-seven submitters presented in person or via Teams at the Hearings in May 2021.

The consultation process successfully highlighted the majority support for our preferred options on all three of our consultation topics.

Our LTP delivers a strong commitment to our *Carbon-Neutral by 2030* and *Climate-Positive by 2035* goals (with our programme of public transport decarbonisation, and phasing out of grazing and restoring the land to its natural state in our regional parks), and delivers strongly on our strategic framework and four overarching strategic priorities.

At the Council Meeting to adopt LTP 2021-31, Councillors defined this LTP process as the best they have been involved in, and confirmed their satisfaction with the plan.

The final designed copy of the adopted LTP 2021-31 was published on the Greater Wellington website, with physical copies circulated to key stakeholders and the region's public libraries in mid-July 2021.

### Financial information

At its October 2020 meeting, FRAC approved the content and format of the Annual Report. In 2020/21 and for the next two years, central government has granted extensions to annual report deadlines.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
2	<b>Improved perception and understanding of GWRC's relevance by the community</b>  <i>Organisational excellence</i>	Our communities trust GWRC to focus on the right issues and deliver value for money.	Community perception of <ul style="list-style-type: none"> <li>• trust</li> <li>• leadership</li> <li>• fairness, and</li> <li>• social responsibility</li> </ul> as measured by the Colmar Brunton brand tracker	Improvement in the overall GWRC's reputation score (from 89 to 90)	Achieved
				Improvement in the overall Metlink's reputation score (from 84 to 85)	Achieved
			Improvement in community awareness of GWRC's functions, as measured by the Colmar Brunton brand tracker	<ul style="list-style-type: none"> <li>• Improvement in GW social responsibility score (from 91 to 92)</li> <li>• Improvement in the GWRC's trust score (from 86 to 87)</li> </ul>	Achieved
			Improved presence on social media	10-15% increase in followers on Facebook, Twitter, and Instagram	Achieved

#### Perception/awareness

We continue to measure reputation scores and sentiment – and this year, we have seen strong improvement in the reputation scores for Greater Wellington (from 89 to 90) and Metlink (from 84 to 90).

Greater Wellington's social responsibility score remains stable at 91, and the trust score has improved (from 86 to 87).

Regular tracking has been supported by a customer segmentation study providing significantly deeper customer insights and the ability to communicate much more effectively and appropriately as we launch our awareness programme in the new financial year.

#### Social media presence

Social media presence and sentiment show strong growth year-on-year, with the increase of Facebook followers both for Greater Wellington (12%) and Metlink (17.6%).

No	Priority areas	Outcome	Measure	Target 2020/21	Status
3	<p><b>Climate Change</b></p> <p><i>Regional resilience</i></p>	<p>GWRC reduces greenhouse gas emissions across all its areas of influence, including its own and subsidiary operations.</p> <p>In collaboration with partners, GWRC implements programmes for adaptation to the regional impacts of climate change.</p>	<p>Plans are in place for Council to reduce emissions to meet its 2030 carbon neutrality goal, and these plans are evident in the 2021-2031 Long-Term Plan.</p>	<p>Develop and adopt carbon reduction tools, including an organisational carbon policy and revised climate change consideration guide, carbon budgets, and reduction pathways to 2030</p>	<p><b>Achieved</b></p>

#### **Carbon reduction: plans and tools**

Following the Council's *Declaration of Climate Emergency* in August 2019, we have achieved steady progress in implementing our *Climate Emergency Action Plan* (five out of ten actions are completed/on track for completion) and our *Corporate Carbon Neutrality Action Plan* (all ten actions are on track for completion). A revised *Climate Change Consideration Guide* has been operational since August 2020.

The Low-Carbon Acceleration Fund for 2020-21 (approved at the time of adopting Annual Plan 2020-21 on 25 June 2020) is operational, with its two significant applications (Queen Elizabeth Regional Park and Kaitoke Regional Park) approved by the Council on 24 August 2020.

*Responding to the climate emergency*, one of our Council's overarching strategic priorities, is a key factor in determining and prioritising new initiatives. The LTP now incorporates significant climate change initiatives, including major decarbonisation projects. These new initiatives will contribute to achieving the Council's goal of carbon neutrality (by 2030) and carbon positivity (by 2035).

We have workshopped potential pathways for becoming carbon-positive by 2035, assessing potential emissions reductions scenarios in collaboration with teams across the organisation. As a result, Council has agreed to include two emissions reductions pathways in the LTP.

We continue to play a leading role in, and provide administrative and policy support to, the Regional Climate Change Working Group chaired by Councillor Nash. Its revised Terms of Reference represent a significant shift to increased participation of, and partnership with, mana whenua.

Greater Wellington's Climate Committee has agreed its strategic priorities, and is working towards their implementation, recommending specific actions to the Council.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
4	<b>Improved or maintained quality of freshwater</b>  <i>Freshwater quality and biodiversity</i>	Our communities enjoy access to water and waterways that enhance their quality of life: now and into the future.	Deposited fine sediment	Deposited fine sediment is improved or maintained at each site for at least ten of the 12 months.	Achieved
			Progress with the implementation of the recommendations of the Ruamahanga and Te-Awarua-o-Porirua Whaitua Implementation Plans (WIPs)	Notify changes to the proposed Natural Resources Plan (pNRP) to implement the statutory recommendations from the Ruamahanga and Te Awarua-o-Porirua WIPs and Ngati Toa Rangatira Statement	Not Achieved
			Implementation of the Regional Pest Management Strategy	Deliver 75% of the pest control activities specified in the Regional Pest Management Operational Plan 2020/21	Achieved
			Implementation of the biodiversity strategy	Deliver 95% of activities planned for the Key Native Ecosystem programme for 2020/21 (excluding activities reported under the Regional Pest Management Plan)  Develop ten new Wetland Restoration Management Plans with landowners	Achieved/On Track

#### Deposited fine sediment

In Q4, all fine sediment measurements were within the baseline: deposited fine sediment cover was maintained. It should be noted that the thresholds for this target have not yet been updated to the National Policy Statement for Freshwater Management 2020, because this would have been inconsistent with the assessment method used throughout the year.

#### Ruamahanga and Te-Awarua-o-Porirua WIPs

During the year, while the Regional Planning team worked on the pNRP appeals, work on regional plan changes to implement regulatory components of Ruamahanga and Te Awarua-o-Porirua WIPs initially slowed down, gathering pace in the last quarter. In addition to these resourcing constraints, COVID-19 has significantly affected our ability to resource and progress the programme as planned.



No	Priority areas	Outcome	Measure	Target 2020/21	Status
<p>Central government’s freshwater reforms have changed submission and hearing pathways: all changes to the plan to implement the National Policy Statement for Freshwater Management now need to be notified by December 2024. This requirement results in the need to accelerate WIP and plan change work programme. We plan to notify two tranches of changes to the Regional Policy Statement and NRP – in 2022 and 2024. This will complete giving effect to both the National Policy Statements for Freshwater Management and Urban Development.</p> <p>Having increased resourcing and prepared relevant documentation, we are now in a better position to finalise the effective implementation of WIPs regulatory components.</p> <p>As a result of the decision-making committee Te Upoko Taiao put in abeyance, we are working with our mana whenua partners on determining the most appropriate way to involve them in design and decision-making processes.</p> <p>Our submissions to Porirua City Council on the proposed Porirua District Plan and Plimmerton Farm District Plan Change include many elements of WIPs (water principles, stormwater neutrality, protection of significant natural areas, and mixed-use development).</p> <p>Significant work on building the enabling mechanism for mana whenua to deliver on WIPs includes:</p> <ul style="list-style-type: none"> <li>• repurposed funding to all iwi (Rangitane and Kahungunu can now employ new staff);</li> <li>• LTP new funding focusing on building iwi capacity and capability;</li> <li>• growing the role of marae and hapu in implementation;</li> <li>• moving from collaboration to codesign and codelivery that will enable developing joint work programmes; and</li> <li>• One Billion Trees – a shared mana whenua position on strategic and operational planning for hill country erosion, with succession planning for mana whenua as its key component.</li> </ul> <p>New programme management structures have been put in place to ensure monitoring and management of all activities.</p> <p><b>Regional Pest Management Strategy</b></p> <p>Pest plant and animal control in the Key Native Ecosystem (KNE) programme were delivered as planned (97% for pest plant control and 100% for animal control). Pest plant and animal management were delivered as per the Regional Pest Management Operational Plan 2020/21. The last element of the planned programme, pest plant delimiting surveys, will be completed in early July 2021.</p> <p>Akatarawa aerial 1080 operation was delayed (from February/March 2021) as a result of our inability to secure approvals from the Ministry of Health. After we received the approval in May 2021, we completed the pre-feed operation in early June 2021. The application of 1080 baits was completed in early July 2021.</p> <p><b>Implementation of the biodiversity strategy</b></p> <p>The delivery of the KNE programme achieved 95.8% of the planned management activities. This year, the Wetland programme has developed 19 new Wetland Management Plans. The support from the programme is in high demand, with further 19 wetlands on the waitlist for support in 2021/22.</p>					

No	Priority areas	Outcome	Measure	Target 2020/21	Status
5	<b>Maintained quality of potable water</b> <i>Water supply</i>	Our communities enjoy safe drinking water.	Zero contamination of drinking water from the tap	Zero contamination of drinking water from the tap within the metropolitan Wellington region	<b>Achieved</b>
<b>Zero contamination</b> We achieved 100% compliance (zero contamination) with drinking water standards (bacterial, protozoal, aesthetic, and health-related standards). No water-borne disease outbreaks have been experienced.					

Restricted Public Excludes

No	Priority areas	Outcome	Measure	Target 2020/21	Status
6	<b>High-quality public transport services</b>  <i>Public transport</i>	Our communities use and recommend public transport because it is affordable, efficient, and safe.	Bus: percentage of services on time at origin	95%	Achieved
			Rail: percentage of services on time at key interchange stations and final destination	95% (Kapiti, Hutt, Johnsonville) 80% (Wairarapa)	Not achieved
			Customer satisfaction for overall trip	>90%	Achieved

#### Bus

Improved performance (from 94.2% to 95.4%) of the services that ran is the result of ongoing reviews of timetables, positive collaboration with operators on service delivery, and reduced traffic for part of the year as a result of COVID-19 travel restrictions. A much-publicised high level of Metlink services cancellations in Wellington stems from driver shortages and absenteeism. Metlink is actively working with affected operators to reduce cancellation rates through revised timetables.

#### Rail

- Kāpiti, Hutt, Johnsonville: 91.1%
- Wairarapa: 58.3%

Though on-time performance is currently not meeting its target, it continues to improve (from 89.4% to 90.3%).

The factors adversely affecting our performance against punctuality-related measures include:

- network issues on Johnsonville and Kapiti lines (speed restrictions - in particular, slips on Kapiti line around Pukerua Bay, minor faults, signal faults, worksite hand-over issues, and weather related issues); and
- works on renewing infrastructure on Wairarapa line (affecting punctuality on Hutt line).

It should be noted that Crown-funded renewal work for at least the next two years on Wairarapa and Hutt Lines will continue to have a negative effect on the services punctuality.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
<p><b>Customer satisfaction</b></p> <p>Overall customer satisfaction rate has improved from 87% (May 2019) to 94% (November 2020) across most aspects of the journey (reliability, capacity, access, comfort level):</p> <ul style="list-style-type: none"> <li>• Bus 94%;</li> <li>• Rail 95%;</li> <li>• Ferry 99%;</li> <li>• Response to COVID-19 90%.</li> </ul> <p>It should be noted that the May 2021 surveying round was postponed because of the disruption across the bus network. The results of the survey undertaken in July 2021 will be available in September 2021.</p>					

Restricted Public Excluded

No	Priority areas	Outcome	Measure	Target 2020/21	Status
7	<b>Implementation of Strategic Transport Priorities 2019-2020</b>  <i>Public transport</i>	Contributing to the regional target of a 30% reduction in transport-generated carbon emissions by 2030	Acceleration of decarbonisation of the public transport vehicle fleet to achieve corporate target of zero net carbon emissions by 2030	By December 2020, contracts are in place for the purchase of the sufficient number of additional buses to meet the target of 98 electric buses in fleet, with the first tranche of new buses arriving in the first quarter of 2021/22.	Achieved
		Contributing to the regional target of a 40% increase in the regional mode share for public transport and active modes by 2030	Proactively marketing off-peak and inter-peak bus services to increase off-peak patronage to 50% of all patronage by 2022 (from 47% in 2018/19)	Increase off-peak patronage to 49% of all patronage by June 2021	Not achieved
		Lower North Island Regional Rail project on track	Confirmed procurement and delivery plan by June 2021	Confirmed specifications for procurement and delivery plan by June 2021	On Track

#### Decarbonisation of the public transport vehicle fleet

The contract variation process for NZ Bus and Tranzurban was completed in June 2020. Ninety-eight electric buses will start to arrive in Q3 of 2021 - through to Q1 of 2023. Originally, we expected that the buses would start to arrive in Q2 of 2021 - however, shipping has been delayed as a result of COVID-19-related supply chain issues.

In addition, on 10 December 2020, the Council agreed (subject to the NZTA's approval) the purchase of four additional electric buses to meet projected growth requirements for Mana, Tranzurban, and Uzabus in 2021/22. We are obtaining funding approval from the NZTA, and have started associated discussions with the operators.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
					<p><b>Off-peak patronage</b></p> <ul style="list-style-type: none"> <li>bus off-peak: 45.2% of bus patronage; 29.6% of all patronage; and</li> <li>all modes off-peak: 41.1%</li> </ul> <p>Due to COVID-19-related changes in travel patterns and patronage, we are not in a position to implement a marketing acquisition campaign aimed at increasing off-peak and inter-peak bus travel numbers. We will revisit the campaign timelines in the second half of 2021 (assuming that travel pattern behaviour will have stabilised by then). We are still working towards delivering a campaign in the current triennium.</p> <p>We are also working with the event providers (for example, Round the Bays usually taking place in off-peak times) to actively promote public transport as the mode of choice for attending events in the region.</p> <p>We have undertaken an “Early Bird Off-Peak Bus Fares” trial as a way of spreading peak demand on the Wellington bus network.</p> <p><b>Procurement and delivery plan</b></p> <p>The Detailed Business Case will be presented for endorsement by the Transport Committee at its 9 September 2021 meeting. The business case is being developed in collaboration with the NZTA and Ministry of Transport, and will be considered in Treasury’s Budget 2022, not delaying the overall programme.</p>

Restricted Public Excluded

No	Priority areas	Outcome	Measure	Target 2020/21	Status
8	<p><b>Effective-leadership</b></p> <p><i>Organisational excellence</i></p>	Our leaders help their people deliver high-quality work in a supportive and creative GWRC culture.	<p>Assessment of the Chief Executive's Employment Review Committee based on:</p> <ul style="list-style-type: none"> <li>• P4P practice survey</li> <li>• observed behaviours</li> <li>• sector leadership</li> <li>• regional leadership, including water resilience</li> </ul> <p>Responsiveness and accessibility to Councillors</p>	As assessed by the Chair and the Chief Executive's Employment Review Committee	<b>Achieved</b>
<p><b>Effective leadership</b></p> <p>This year has seen the successful implementation of our internal leadership development programme.</p> <p>We have successfully completed talent and succession planning across the organisation, leading to focused interventions for high-potential and emerging leaders. Succession plans in place will build capability and talent flow into critical roles in the future. The internal appointment of the new Chief Executive is testament to our successful succession planning.</p> <p>The new People Leader On-Boarding programme has been rolled out to support newly-recruited leaders and those transitioning into leadership roles.</p> <p>I have continued in a range of active sector leadership roles and activities, including LGNZ Transport Group and the Port Safety Code. I have represented Greater Wellington on a number of critical management boards, including LGWM and Transmission Gully. I chair the Port Multi-User Ferry Precinct Steering Group, and am Deputy Chair of Civil Defence Emergency Management Committee.</p>					

No	Priority areas	Outcome	Measure	Target 2020/21	Status
9	<p><b>Improved well-being and health and safety</b></p> <p><i>Organisational excellence</i></p>	Our people return home each day in the same or better state than they started the day.	Lost-Time Injury Frequency Rate ( <b>LTIFR</b> ) - number of incidents per 100K hours worked)	0.9	<b>Achieved</b>

**LTIFR**

The LTIFR to the end of June 2021 is 0.89, bringing it back on track (after a lift to 0.94 mid-year vs 0.84 in June 2020).

Eight lost-time injuries in the 12 months to the end of June 2021 were mainly caused by slips, falls and manual handling. Two of these injuries (to a finger and hip as a result of falls from motorcycles) required surgery and longer-term rehabilitation.

An external assurance audit found significant improvements in our overall health, safety, and well-being (**HSWB**) management and maturity, with some recommendations for enhancing these improvement rather than addressing any deficiencies.

Two new roles (HSWB Adviser Metlink and HSWB Coordinator) will increase the capacity of the HSWB team to support and coach business units in managing risks at source through a business partnering approach. As a result, HSWB Senior Advisers will be able to focus on developing tools and resources managing fatal and severe risks in conjunction with operational teams, and providing dedicated support to projects such as Resilient Rivers (shovel-ready) and Jobs for Nature.

Restricted Public Excluded



No	Priority areas	Outcome	Measure	Target 2020/21	Status
10	<b>Engaged staff</b>  <i>Organisational excellence</i>	Our people feel valued and engaged in the GWRC's purpose, resulting in a productive GWRC.	Gallup overall employee engagement index	4.1 out of 5	<b>Achieved</b>

#### Employee engagement

The 2021 Engagement Survey saw a further increase in the Grand Mean (from 4.07 in 2020 to 4.11 in 2021), showing a steady increase in engagement over the past few years.

We have achieved progress in key focus areas, as a result of insights from focus groups and the establishment of the Diversity and Inclusion Committee.

After the most recent survey, groups and teams across Greater Wellington have been sharing their results, and discussing what they can do to make associated changes and address concerns where needed. All focus areas are being targeted at the organisational and local/team levels.

Focus areas for 2021 include diversity and inclusion, and "knowing what's expected of me."

Restricted Public Excluded

No	Priority areas	Outcome	Measure	Target 2020/21	Status
11	<b>Diversity and gender equity within GWRC</b>  <i>Organisational excellence</i>	Our workforce represents the communities we work for, resulting in greater diversity of thought and improved outcomes for GWRC.	Leadership at GWRC increasingly reflects the region's gender, bicultural, ethnic, and cultural diversity make-up.	<p>A Diversity and Inclusion Committee is established – implementing initiatives aligned with the GWRC's Diversity and Inclusion Strategy.</p> <p>Progress is made towards ELT having a gender balance by 2025/26.</p> <p>A gender pay equity review undertaken, and recommendations addressing its findings are developed.</p>	<p><b>Achieved</b></p> <p><b>On track</b></p> <p><b>On track</b></p>

#### **Diversity and Inclusion Committee**

The Diversity and Inclusion Committee has set the plan for the next year, and has achieved some quick wins, including gender-neutral toilets and the use of pronouns in e-mail signatures. The Committee and Human Resources team have been focusing on setting the foundations for this cultural change – for example, increasing visibility of the Committee, its goals and activities, gathering feedback and insights from staff on what matters to them, supporting flagship diversity and inclusion events, and setting a framework for establishing staff networks.

#### **ELT gender balance**

ELT gender balance has shifted slightly, from 22% female/78% male to 25% female/75% male.

#### **Gender pay equity review**

The gender pay equity review is on track, with a draft plan currently with the PSA for review. The review will continue into 2021/22.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
12	<p><b>Effective project management</b></p> <p><i>Organisational excellence</i></p> <p>Note: the projects themselves address a range of strategic priorities</p>	Our work delivers value for money through professional project management of our key activities.	Percentage of major projects with an overall “green” rating (on track in terms of schedule, budget, managing risks and issues, health and safety, stakeholders, and resources)	<p>70%</p> <p>The status of each project will be reported in addition to the overall percentage.</p> <p><b>Projects</b></p> <ol style="list-style-type: none"> <li>1. RiverLink</li> <li>2. LGWM</li> <li>3. Project NEXT</li> <li>4. Plan Change One –pNRP</li> <li>5. Port Future</li> <li>6. Optimus</li> <li>7. GWRC Accommodation</li> </ol>	<b>Not achieved</b>

This result illustrates the complex nature and interdependencies of most our projects. We have achieved only 29% on this KPI.

The two “internal” projects (Optimus and GWRC Accommodation) are on track, the rest continue to be affected by various complex factors (significant public consultation, multi-agency commercial arrangements, and national policy changes).

GWRC is providing proactive leadership and direction in progressing LGWM and Port Future programmes.

Additional funding and more specialist resources have been identified, and are being recruited in Q1 2021/22 to assist in progressing appeals for Plan Change One –pNRP.

Overall, I am satisfied with the consistent performance of our programme management and most major programmes – especially given our current proactive initiatives aimed at improving the outlook for the remaining challenging programmes in the coming months.

#### **RiverLink**

RiverLink continues to make progress, with the final document pack for lodgement almost completed, and the resource consent application to be lodged in early August 2021.

The project is closing in on a number of key Phase 1 (consenting and hearing) milestones and deliverables.

We have joined the proposed single-principle hybrid alliance (with the NZTA as the single principle, and Greater Wellington and Hutt City Council (**HCC**) as clients outside the alliance). As a result, Phase 1 is running concurrently with Phase 2 (procurement). Greater Wellington’s components of the stop bank design and river works are well advanced.

HCC and NZTA’s additional funding has been approved, with a new combined budget of \$705M. A shortfall (\$170M-\$190M), including additional funding of ~\$109M required by Greater Wellington following a revised estimate for the 2018 LTP, will be addressed through an Annual Plan amendment in February 2022.

We have now acquired 90 of the 130 properties, and are completing the purchase process for the remaining properties. Changes to the resource consent programme and bringing forward the construction start date may affect early termination of leases, and cause pressure to relocate affected businesses.

No	Priority areas	Outcome	Measure	Target 2020/21	Status
<p><b>LGWM</b></p> <p>The current strong momentum has seen a number of positive developments and outcomes in the last quarter.</p> <p>Draft technical reports (a component of Indicative Business Cases (IBCs)) have been prepared for major project components, with further work paused (until the end of February 2022) to consider their fit at the whole-of-programme level (including affordability, and delivery constraints). The findings of an independent Health Check review conducted in 2020 has been implemented in a phased way from early 2021, and is likely to require the overall programme timeline to be adjusted, and additional public consultation resulting in the finalisation of IBCs being delayed until later in 2021.</p> <p><b>Project NEXT</b></p> <p>Since identifying a single preferred provider in Q2 2021, project NEXT (procurement phase for the National Ticketing Solution (NTS)) has held collaborative workshops with the preferred supplier and wider stakeholders, aimed at clarifying the solution design for the “best and final” offer in Q3 2021.</p> <p>As procurement for the ticketing solution provider is now fully funded by NZTA, all aspects of our physical hosting of the project have ceased.</p> <p>As a firmed-up NTS implementation programme is unlikely to be available until later in Q12021/22, some aspects of transition and implementation planning will remain subject to change.</p> <p>The ambitious timeline and complexity in meeting the NTS RFP requirements will likely result in the NZTA adopting a reduced functionality (more standardised model). Regional participants will need to ensure that the solution will still be capable of meeting their requirements and expectations.</p> <p><b>Plan Change One – pNRP</b></p> <p>The work on regional plan variations to implement regulatory components of Ruamāhanga and Te Awarua-o-Porirua WIPs has been delayed while limited team resources focused on pNRP appeals. COVID-19 restrictions have also significantly affected our ability to resource and progress the programme as planned.</p> <p>The government’s freshwater reforms have changed submission and hearing pathways: all changes to the plan to implement the National Policy Statement for Freshwater Management now need to be notified by December 2024. This requirement results in the need to accelerate WIPs, and plan change work programme. We are planning to notify two tranches of changes to the Regional Policy Statement and NRP in 2022 and 2024. This will complete giving effect to both National Policy Statements for Freshwater Management and Urban Development.</p> <p><b>Port Future</b></p> <p>In the last six months, we have made good progress.</p> <p>Masterplan development is on schedule, with an initial shortlist of options prepared. Further work on bringing together terminal design and access arrangements is required.</p> <p>Draft consenting strategy recommends restricting the extent of Stage 1 consent to the elements directly required - to maximise successful outcomes, and allow submission of consents by the end of 2021 (a challenging timeframe). An initial scope of Transport Business Case is currently being considered by the Working Group.</p> <p>Overall programme schedule is challenging, with concurrent multiple projects underway.</p>					

No	Priority areas	Outcome	Measure	Target 2020/21	Status
<p><b>Optimus</b></p> <p>This project replaces our core ERP applications SAP, Essbase, and Springboard. The programme is on track to deliver the replacement of all core systems functionality with TechnologyOne application (Ngatahi) in 2021. The first release (HR and Payroll) has been implemented successfully, a significant achievement.</p> <ul style="list-style-type: none"> <li>• <i>HR/Payroll</i>: a significant milestone with the go-live of Payroll in June 2021. The project is embedding new processes, and will shortly move to the E-recruitment module (replacing Springboard) in October 2021.</li> <li>• <i>Enterprise Budgeting</i>: in July 2021, budget data conversion and models for the new LTP have been finalised for production in the new financial year. The next steps will finalise the reporting framework for actuals vs budget variance reporting, and set up forecast modelling for October 2021. The budgeting system will initially be used by the Accounting Services team who will roll out the system to budget holders later in the year.</li> <li>• <i>Finance, Contract Register, Supply Chain, and Enterprise Asset Management</i>: these workstreams are progressing well. Data migration was delayed while ICT validated the technology approach – and I snow progressing. The go-live of this major release in November 2021 will be followed by the extended support programme for December 2021 and January 2022.</li> </ul> <p>Overall, the programme is in good health - ready for final implementation phases to be completed in 2021.</p> <p><b>GWRC Accommodation</b></p> <p><b><i>Wellington – 100 Cuba Street</i></b></p> <ul style="list-style-type: none"> <li>• Following the relocation of most staff in December 2020, the first six months of occupation have gone exceedingly well. The activity-based way of working has been adopted successfully by staff, and the general design and functionality of office fit-out has been warmly received.</li> <li>• Numerous other councils, government agencies, and other organisations have visited our office to draw on the success of the design and our experience for their projects.</li> <li>• Environmental Science field operations staff were relocated from Shed 39 to 100 Cuba Street at the end of March 2021. While access and parking is a bit more complicated than at Shed 39, the built facilities are working well for the field staff so that they can continue to be part of the Wellington office team.</li> <li>• The Cuba Street fit-out earned Athfield Architects an Interior Architecture award at the NZIA Wellington Architecture Awards. Athfield Architects also won Commercial Architecture and Heritage award for the building.</li> <li>• Our former offices at Shed 39 and 15 Walter Street were successfully decommissioned on time, with ~\$12,000 raised (donated to Wellington City Mission) from the sale of surplus office furniture and equipment.</li> <li>• The overall project cost has come ~\$1.6M under budget.</li> </ul> <p><b><i>Masterton – 24-34 Chapel Street</i></b></p> <ul style="list-style-type: none"> <li>• The developer has made swift progress on the new building, having integrated the fit-out (expected to be substantially completed by the end of August 2021, two-to-three months ahead of the plan.</li> <li>• This will allow us enough time to complete ICT network requirements, finalise meeting room services and furniture, so that occupation can begin shortly after the 1 December 2021 lease start date.</li> <li>• Overall project costs are forecast to be within budget.</li> </ul>					



## For Decision

### CHIEF EXECUTIVE REMUNERATION REVIEW FOR 2020/21

#### Te take mō te pūrongo

##### Purpose

1. To advise the Chief Executive Employment Review Committee (the Committee) on the review of the Chief Executive's remuneration in terms of market changes, performance and other factors considered relevant by the Committee.

#### He tūtohu

##### Recommendation

That the Committee **makes** a recommendation to Council in relation to any increase in the fixed remuneration of the Chief Executive, with any remuneration increase to be effective from 1 September 2021.

#### Te aukati atu i te marea

##### Exclusion of the public

2. Grounds for exclusion of the public under section 48(1) of the Local Government Official Information and Meetings Act 1987 (the Act) are:

The information contained in this report includes personal and identifying information about the Chief Executive. Withholding this information prior to Council's decision on the Chief Executive's remuneration is necessary to protect the privacy of that natural person (section 7(2)(a) of the Act) as releasing this information would disclose information pertaining to the employment relationship between the Chief Executive and Council. Greater Wellington has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the need to withhold the information.

#### Te tāhū kōrero

##### Background

3. The Council is required to review the Chief Executive's remuneration annually in terms of market changes and performance recognition, as well as taking into account any other factors the Council considers relevant. Any increase in remuneration takes effect from 1 September 2021, and would apply through to the expiry of the Chief Executive's Employment Agreement on 14 September 2021.

4. The Chief Executive commenced a new two-year term of appointment in September 2019 at his existing remuneration level.
5. With the emergence of the COVID-19 emergency and response in New Zealand in March 2020 and a general view that any pay increases for senior roles in the public sector and local government needed to be curtailed or severely constrained due to the arising economic uncertainty the Council, with the prior agreement of the Chief Executive, last year determined that it would not be appropriate to consider any increase in his remuneration in 2020.

### Remuneration

6. The Chief Executive's current remuneration package is as follows:

Base Salary	\$412,134
Medical Insurance	\$3,876
Superannuation	\$16,485
Vehicle	\$12,000

Total Fixed Remuneration is \$444,495.

### Strategic Pay report

7. Strategic Pay has been engaged to provide current remuneration information with regard to the Chief Executive's position. Their remuneration report is attached as **Attachment 1**.
8. The current grade (37) for the Chief Executive is higher than the evaluation undertaken by Strategic Pay as part of recruitment for the new Chief Executive (graded at 36).
9. The Chief Executive's fixed remuneration is benchmarked against the public sector fixed remuneration market and currently lies at 93% of the 2021 midpoint (Median). The midpoint of the relevant salary scale has a fixed remuneration of \$477,342.
10. The market movement during the last year for the midpoint is 0.7%.
11. A movement of 0.7% would equate to:

Base Salary	\$415,126
Medical Insurance	\$3,876
Superannuation	\$16,605
Vehicle	\$12,000

Total Fixed Remuneration would be \$447,607 (94% PIR).

12. Because no market movement occurred last year, the Executive Leadership Team has agreed on a minimum market movement of 1.5% minimum movement for all staff this year. This will not make up for the market movement of last year but goes a small way towards it in the budget that is available.



13. A movement of 1.5% would equate to:

Base Salary	\$418,546
Medical Insurance	\$3,876
Superannuation	\$16,741
Vehicle	\$12,000

Total Fixed Remuneration would be \$451,163 (95% PIR).

14. Any increase should take account of the assessed performance of the Chief Executive.

#### **Ngā hua ahumoni**

##### **Financial implications**

15. Any increase in the Chief Executive's remuneration will be met from within existing budgets.

#### **Ngā tikanga whakatau**

##### **Decision-making process**

16. The matter requiring decision in this report was considered against the decision-making requirements of Part 6 of the Local Government 2002.

#### **Te hiranga**

##### **Significance**

17. The significance (as defined by Part 6 of the Local Government Act 2002) of the matter was considered, taking into account Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers consider that the matter is of low significance, due to administrative nature of this decision.

#### **Te whakatūtakitaki**

##### **Engagement**

18. Due to its confidential nature and low significance, no external engagement on the matters for decision was undertaken.

#### **Ngā tūāoma e whai ake nei**

##### **Next steps**

19. The Committee Chair will prepare a report for the Council meeting on 19 August 2021. This will enable Council to consider the Committee's recommendation/s arising from the remuneration review. The Chief Executive will then be informed of the Council's decision.
20. The Committee also needs to report to Council with a recommendation on the Chief Executive's performance. The Committee is considering the related report (Chief Executive performance review for 2020/21 – Report RPE21.296) at this meeting.

**Ngā āpitihanga  
Attachment**

<b>Number</b>	<b>Title</b>
1	Strategic Pay remuneration report

**Ngā kaiwaitohu  
Signatory**

Writer	Cr Glenda Hughes – Chair, Chief Executive Employment Review Committee
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**He whakarāpopoto i ngā huritaonga  
Summary of considerations**

***Fit with Council's roles or with Committee's terms of reference***

The Committee's terms of reference provide a specific responsibility to "conduct the annual reviews of the Chief Executive's performance and remuneration, and make recommendations to Council as an outcome of those reviews."

***Implications for Māori***

There are no apparent implications for Māori.

***Contribution to Annual Plan / Long Term Plan / Other key strategies and policies***

This report does not contribute to Council's or Greater Wellington's key strategies and policies.

***Internal consultation***

There was no internal consultation on this report.

***Risks and impacts - legal / health and safety etc.***

There are no known risks and impacts arising from the matter for decision.

Restricted Public Excluded



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# Greater Wellington Regional Council

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## Market Data Update for Chief Executive

Prepared by:  
Heremia Delamere-Beamsley  
Associate Consultant, Strategic Pay  
June 2021

**Private and Confidential**

21 June 2021

### Private and Confidential | Commercially Sensitive

The remuneration data and advice in this report is the intellectual property of Strategic Pay Limited and must not be published further than the client to whom it is addressed. It is specifically provided to the client on that basis.

Donna Hickey  
 Manager Human Resources  
 Greater Wellington Regional Council

By email: [Donna.Hickey@gw.govt.nz](mailto:Donna.Hickey@gw.govt.nz)

Dear Donna

### Updated Remuneration Information and Advice: Chief Executive of Greater Wellington Regional Council

Thank you for asking Strategic Pay to provide updated remuneration advice for the Chief Executive of Greater Wellington Regional Council (GWRC). We understand that there has been no significant changes to the role since it was originally sized in 2011 at 1557 SP10 points.

**Position:** Chief Executive

Education	Experience	Complexity	Scope	Subtotal	Problem Solving	Freedom to Act	Impact/Results of Decisions	Interpersonal Skills	Authorities	People Management	Total Points	Grade
J 152	L 264	D 55	F 30	354	F 175	F 152	E 2 115	F 5 115	E 5 115	F 2 115	<b>1557</b>	<b>37</b>

*Job evaluation is not an exact science. While the position information you have supplied will have shaped our view of the job size in each factor, you may form a different view given the position's context in your organisation. If this is the case, please feel free to discuss this with us.*

## Market Data

This section of the report provides market data for similarly sized positions. Strategic Pay analyses the market data from a number of perspectives:

Market Position	Definition
<b>Lower Quartile (LQ)</b>	The 25th percentile at which 25% of the data is lower than this point
<b>Median (Med)</b>	The 50th percentile at which 50% of the data is higher and 50% of the data is lower than this point.
<b>Upper Quartile (UQ)</b>	The 75th percentile at which 25% of the data is higher than this point.
<b>Average (Ave)</b>	The arithmetic mean of the data; the sum of the data divided by the sample size.

As the market median is the most robust anchor point for setting pay policy the usual practice is to first consider the median, then consider if there are organisational, affordability or other business reasons for paying higher or lower than the market median. For organisations considering aligning to the Lower or Upper Quartiles we recommend applying a premium or discount to the median as it is more stable than the quartiles year on year. Affordability or strategic issues may mean not-for-profit organisations might consider paying closer to the Lower Quartile, and highly competitive firms who want to lead the market in order to attract and retain the best staff might consider paying around the Upper Quartile.

Remuneration Package	Definition
<b>Base Salary</b>	The base pay paid weekly, fortnightly or monthly without the inclusion of any additional payments or benefits (such as allowances, superannuation, bonus etc.).
<b>Fixed Remuneration</b>	Base Salary plus fixed or proportioned benefits such as vehicles, allowances, additional leave, service payments, superannuation contributions and the employer's contribution to KiwiSaver. Any definite benefits which are subject to FBT or other tax measures have this tax amount paid by the firm included.
<b>Total Remuneration</b>	The sum of all definite remuneration items Base, Cash and Benefits. This excludes Target amounts for bonus or incentives. This definition also excludes any overtime payments however any benefits which are subject to FBT or other tax measure have this tax amount paid by the firm included.
<b>Fixed Remuneration (Excl. KS)</b>	The above definition of Fixed Remuneration, but excluding the KiwiSaver employer contribution component.
<b>Total Remuneration (Excl. KS)</b>	The above definition of Total Remuneration, but excluding the KiwiSaver employer contribution component.

Strategic Pay advises clients to refer primarily to Fixed Remuneration or Total Remuneration as the basis of market comparisons. At these two levels, organisations which provide benefits (such as motor vehicles or superannuation) separately to Base Salary are consistently compared with those which instead provide a larger Base Salary.

Where the organisation policy is to pay the KiwiSaver employer contribution in addition to the remuneration package, comparisons should be made against market data sets excluding KiwiSaver.

We have assessed the market value of the role against Strategic Pay's New Zealand Remuneration Survey as at **March 2021** and provide the following data in the Appendices at the end of this letter:

- **General Market** – all organisations in the survey including both public and private sectors; and
- **Private Sector** – only privately owned organisations in the national survey; and
- **Public Sector** – only publically owned organisations in the national survey.

## Strategic Pay Market Data

**Organisation:** Greater Wellington Regional Council  
**Position:** Chief Executive  
**Region:** Wellington

### Job Size

SP10 Points: 1557  
 Grade: 37  
 SP Band:  
 Job Size From: SP10

### Job Code:

**CE004**  
 Title: Chief Executive Grades 36 - 38  
 Description: CEO of a large, multi-faceted corporation. Responsible to a Board of Directors or statutory body for the strategic direction, sustainability and profitability of the business. Incumbent has a senior management team accountable for delivering the annual business plan. Has broad accountability and works within objectives and guidelines handed down by the Board. Typically has a tertiary qualification and 20+ years' experience including experience in all aspects of management, and 5-10 years' at a senior level.  
 Grade Range: 36 - 38

## Market Comparison A:

New Zealand Remuneration Survey March 2021

**General Market** | 1557 SP10 Points

Remuneration Definition	Lower Quartile	Median	Upper Quartile	Average
Base Salary	464,035	515,482	593,564	531,794
Fixed Remuneration	491,381	533,857	629,523	562,092
Fixed Remuneration (exKS)	476,659	522,491	610,451	551,484
Total Remuneration	492,608	559,388	726,370	609,993
Total Remuneration (exKS)	477,967	548,401	709,462	597,784

## Market Comparison B:

New Zealand Remuneration Survey March 2021

**Private Sector** | 1557 SP10 Points

Remuneration Definition	Lower Quartile	Median	Upper Quartile	Average
Base Salary	585,436	661,035	730,473	677,150
Fixed Remuneration	620,385	690,848	753,290	714,248
Fixed Remuneration (exKS)	600,432	683,316	743,672	704,591
Total Remuneration	673,112	832,920	946,160	839,937
Total Remuneration (exKS)	662,879	816,511	928,460	821,360

## Market Comparison C:

New Zealand Remuneration Survey March 2021

**Public Sector** | 1557 SP10 Points

Remuneration Definition	Lower Quartile	Median	Upper Quartile	Average
Base Salary	400,680	458,404	514,250	451,311
Fixed Remuneration	410,139	477,342	535,710	472,523
Fixed Remuneration (exKS)	401,239	468,312	521,346	466,493
Total Remuneration	412,054	482,342	536,763	488,816
Total Remuneration (exKS)	403,162	473,312	522,797	476,931

## Market Movement Commentary

### Market Movement Analysis –Matched Organisations

The following tables show market movements of organisations that participated in both March 2020 and March 2021 only.

#### General Market Median Movement

SP10® Points Range	Description	Base Salary (%)	Fixed Rem (%)	Total Rem (%)
1200 – 1600	CEO medium organisation / GM large organisation	0.6	0.5	1.2

#### Sector Median Percentage Movements

SP10® Points Range	Fixed Remuneration (%)		Total Remuneration (%)	
	Private Sector	Public Sector	Private Sector	Public Sector
1200 – 1600	0.5	0.7	1.3	0.5

#### Salary Projections 2021 – 2022

Organisations were asked to indicate the average increase in base salary anticipated at the Chief Executive level within their organisation. The table below shows salary projections for Chief Executives in the General Market and Local Government sectors:

Market	Median % Increase Expected in Base Salary	Average % Increase Expected in Base Salary
General Market	1.5%	1.5%
Local Government	1.9%	1.5%

We trust this information meets your requirements. Should you have any questions, or would like to discuss any aspect of this report further, please contact us.

Yours sincerely



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## APPENDIX 1

### About SP10<sup>®</sup> Job Evaluation Methodology

The ten factors are:

1. **Education**

The level of education required to perform the functions required of the position. This combines both formal as well as informal levels of training and education.

2. **Experience**

The length of practical experience and nature of specialist or managerial familiarity required. This experience is in addition to formal education.

3. **Complexity**

Measured in terms of:

- The time taken to learn and adjust to the specific job requirements.
- The level to which the job functions are defined and follow established and predictable patterns.
- The thinking challenge required to adapt to rapidly changing circumstances and innovative or conceptual thinking needed to initiate new corporate directions.

4. **Scope of Work**

The managerial breadth or scope of the position.

5. **Problem Solving**

The nature and complexity of problem solving expected of the job. Judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required, and the originality, ingenuity and initiative required to arrive at a solution are all considered.

6. **Freedom to Act**

The extent of supervision, direction or guidance imposed on the job holder and the freedom the job holder has to take action.

7. **Impact/ Results of Decisions**

The level of discretionary decision making taken solely by the job holder and the direct cost to the organisation as a result of poor judgement or the direct contribution to the organisation achieved through good judgement.

8. **Interpersonal Skills**

The requirement for human relations skills in dealing with other personnel and external contacts.

9. **Authorities**

Authority levels expressed in terms of routine expenditure and investments, granting loans, hiring and firing staff, etc.

10. **People Management**

The responsibility for the control and management of staff within the organisation



## Job Evaluation Statement

### Strategic Pay Job Evaluation Statement | SP10

**Position:** Chief Executive

Factor 1	Education
<i>The minimum level of education required to perform the functions of the position competently. This combines both formal as well as informal levels of training and education.</i>	
J 152	Requires applied knowledge and understanding of the theoretical knowledge base in a specialised field or equivalent level of management. One or more academic degrees in a specific discipline is essential in order to perform complex assignments and formulate appropriate responses to resolve both concrete and abstract problems requiring analytical, specialist technical and creative input. Masters/Hons plus significant post grade diploma, e.g. MBA.

Factor 2	Experience
<i>The level of cumulative experience required to perform the role competently. This experience is in addition to formal education, and assesses both the nature and breadth of general, technical and managerial experience.</i>	
L 264	Chief Executive or General Management of a medium to large organisation predominantly in one business sector.

Factor 3	Complexity
<i>The thinking challenge required in the role and the innovative or conceptual thinking required to respond to external influences impacting on the organisation and the position.</i>	
D 55	While the end results are generally defined, the means of achieving them are unspecified. Continuous balancing of conflicting demands from diverse sources is required and a high level of unpredictability and variability is encountered (e.g. CEO).

Factor 4	Scope
<i>The breadth or scope of the position (i.e. the level of influence in the organisation). This factor assesses the level of management, working relationships and influence the position is required to exercise in the organisation.</i>	
F 30	Co-ordination and direction of multiple divisions and functions (e.g. marketing, operations, finance, sales distribution, human resources) in a large organisation or the chief executive of a small/medium size organisation.

Subtotal
354

## Job Evaluation Statement continued

Factor 5	Problem Solving
<i>The nature and complexity of problem solving expected of the jobholder. This includes the judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required, and the originality, ingenuity and initiative required to arrive at a solution.</i>	
F 175	Little routine work is involved. Problems are primarily of a strategic nature requiring analysis and the evaluation of several alternative solutions. Guidelines may provide a general framework but considerable judgement and initiative are required to find the best possible solution. Problems may also be of an advanced scientific nature requiring the application of highly advanced and sophisticated research.

Factor 6	Freedom to Act
<i>The extent of supervision, direction or guidance imposed on the jobholder and the freedom the jobholder has to take action.</i>	
F 152	Minimal guidance is provided. Jobholder plans the activities of the organisation or major division in line with the overall strategic objectives of the organisation or corporation. Expected to raise only contentious or major problem issues for Board or Corporate management information.

Factor 7	Impact/Result of Decisions
<i>The impact of the discretionary judgement a jobholder has when making competent decisions within their control. The evaluator must consider the direct dollar impact of a typical, repeatable (and competent) decision that would be made without reference to a supervisor. This factor measures the discretionary or marginal impact the jobholder's decisions have and not the consequence of error.</i>	
E2 115	Direct impact of a single discretionary decision causes critical impact, which can be expressed in dollar terms of hundreds of thousands of dollars. Organisation wide impact. \$100,001 - 300,000.

Factor 8	Interpersonal Skills
<i>The level of interpersonal skills required for dealing with both personnel within the organisation, as well as external clients or customers and/or the public in general.</i>	
F5 115	Co-ordination and direction of senior management from all areas of the organisation.

Factor 9	Authorities
<i>The formal authority levels exercised in the position, including financial, staffing and contractual authorities. This includes routine and capital expenditure, the authority to employ and dismiss staff, and also the authority to enter into contracts on behalf of the organisation.</i>	
E5 115	Approves unbudgeted capital expenditure of up to \$20,000 or approves long-term credit extension of up to \$250,000. Ultimate authority within the organisation to authorise the engagement, promotion, discipline and dismissal of staff at any level below his/her own.

Factor 10	People Management
<i>The responsibility for the supervision and management of staff within the organisation, including project team management and indirect supervision.</i>	
F2 115	Has full supervisory/managerial responsibility for 300-999 staff. Responsibility is for multiple divisions/major corporate-wide functions encompassing all or the major proportion of the organisation.

Total Points	Grade
1557	37

## APPENDIX 2

### Process to Determine Employee Remuneration

Once the job size has been determined the market data is used as the basis for determining an appropriate remuneration package for employees. The following decisions are typically made when forming the organisation's remuneration policy.

#### Step 1: Decide the basis of the Salary Range for the Position

- Which market should the organisation's pay levels relate to? Here, the best advice is to think about where you recruit from and where you lose employees to. Think about the sector you work in, the region the job is based in and benchmark accordingly. Different jobs in the same organisation may need to be benchmarked differently. Remuneration surveys generally reflect national rates unless otherwise specified.
- Will you pay at the median, i.e. in the middle, of your chosen market, as most organisations do? Or do you have a good reason to pay either higher or lower than the median. A lower paying position might be appropriate if affordability is an issue. An above median profile might be appropriate for a more competitive industry sector.
- What remuneration package will you benchmark against? Base Salary, Fixed Remuneration or Total Remuneration. Will you include or exclude KiwiSaver from your chosen position?
- What range will you apply around the selected salary range midpoint? The decisions to this point provide an appropriate mid-point salary/package for the job which represents the organisation's "going rate" for the position. This is the level at which an employee would be paid when operating at a fully competent and fully effective level. For most organisations this is likely to be the market median (which is classed as 100%). It is normal practice to assign a range around this midpoint (e.g. 85% to 115%) to allow for pay progression, through development and exceeding expectations of the role.

#### Step 2: Decide what to pay the Person

Once you've decided on your "competent rate" and the available salary range for the role, the decision on where the employee should be paid depends on a number of factors:

- Someone new to the role for instance would start on a rate close to the lower end of the range and move through the range based on their performance and how well they develop in the role.
- On the other hand, if the candidate already has experience in a similar role, you may want to start them closer to the midpoint of the range to reflect their expected level of competence.
- The upper end of the range is likely to be reserved for top performers, or for those jobs that attract a premium in the marketplace.

Organisations may also consider other factors such as the criticality of the role, the supply of the talent pool in the market and the difficulty in attracting candidates, the organisations ability to pay – the affordability factor, along with any other relevant impacts.

*Strategic Pay Limited specialise in remuneration management and performance development, and the integration of performance and rewards. We are happy to provide any further assistance.*

## APPENDIX 3

### ABOUT STRATEGIC PAY

At Strategic Pay we provide innovative solutions to help organisations meet their strategic remuneration, performance development and performance improvement goals. We help improve your overall performance by ensuring employee effort, remuneration and rewards are closely aligned with business objectives.

#### Deliver Strategic Rewards

We work alongside you to provide a compelling proposition that attracts retains and motivates the best people.

Our adaptable solutions include:

- Remuneration and reward strategy development
- Executive remuneration and performance advice (including incentives)
- Salary options using job evaluation, grades, bands or benchmarks
- Salary review management, including processes, tools and training
- Performance development systems, including customised design and implementation

#### Access New Zealand's Largest Remuneration Data Services

Strategic Pay offers an unrivalled suite of nation-wide and specialist industry and sector remuneration survey reports, based on a database of more than 200,000 employees from over 1,200 organisations.

#### Our key nation-wide surveys and reports include:

- NZ Remuneration Report (published 6 monthly)
- CEO and Top Executive Remuneration Report
- NZ Benchmark Report
- Corporate Services and Executive Management
- Directors' Fees Report
- HR Metrics Survey

#### Use Smart Technology

We understand busy HR practitioners' needs and offer a range of smart tools to manage remuneration and survey submissions:

- RemWise®: a remuneration tool to manage all aspects of your salary review, market data and survey submissions
- Rem On-Demand®: online access to remuneration reports, resources and insights
- PayCalculator: survey data at your fingertips

#### Drive Organisation Performance

Superior organisational performance is critical to delivering strategic business objectives. Speak to us today about using PLUS+ to develop a future proof strategy, an organisational model and structure that supports the strategy and matching the right people to accountabilities best designed to deliver the strategy in your organisation.

#### Build Capability

Through a range of workshops and the Strategic Pay Academy we provide clients with comprehensive short courses in Remuneration, Performance Management and Organisational Performance. We also offer training programmes that can be tailored to meet your specific requirements.

#### Consult Nationwide

Strategic Pay is nationwide, servicing clients across all parts of New Zealand from our various locations. Our consultants regularly travel to visit clients around the country and are happy to meet wherever you are. Find out more at [www.strategicpay.co.nz](http://www.strategicpay.co.nz)



## For Decision

### UPDATED CHIEF EXECUTIVE PERFORMANCE INDICATORS FOR 2021/22

#### Te take mō te pūrongo

##### Purpose

1. For the Committee to consider the draft updated Chief Executive performance indicators for 2021/22 and to recommend the draft amended performance indicators to Council for approval.

#### He tūtohu

##### Recommendations

That the Committee:

- 1 **Recommends** the draft updated 2021/22 Chief Executive performance indicators to Council for approval.
- 2 **Recommends** to Council that the updated 2021/22 Chief Executive performance indicators take effect from the commencement of the new Chief Executive's employment agreement, on 15 September 2021.
- 3 **Authorises** the Committee Chair and Council Chair, acting jointly and in consultation with the incoming Chief Executive, to finalise the draft amended 2021/22 Chief Executive performance indicators for consideration at the Council meeting on 19 August 2021.

#### Te aukati atu i te marea

##### Exclusion of the public

2. The ground for exclusion of the public under section 48(1) of the Local Government Official Information and Meetings Act 1987 is that the withholding of information is necessary to "protect the privacy of natural persons" – section 7(2)(a).
3. This report contains information on the Chief Executive's performance agreement. Release of this information would prejudice the privacy of the Chief Executive, by disclosing information pertaining to the employment relationship between the Chief Executive and the Council. Greater Wellington Regional Council has not been able to identify a public interest favouring disclosure of this particular information in public proceedings of the meeting that would override the Chief Executive's privacy.

## Te horopaki

### Context

4. At its meeting on 3 June 2021 the Committee considered the draft Chief Executive Performance Indicators for 2021/22. As an outcome of the Committee's consideration, on 29 June 2021 the Council adopted the Chief Executive key performance indicators for the period from 1 July to 31 December 2021, being an update to the Chief Executive key performance indicators for 2020/21. The Council noted that Chief Executive key performance indicators for the period from 1 January to 30 June 2022 will be submitted to Council for adoption following the Chief Executive Employment Review Committee's discussion with the incoming Chief Executive on the key performance indicators.
5. At its meeting on 3 June 2021 the Committee also considered an initial draft of new Chief Executive performance indicators for 2021/22, which better connect into the performance measures of the 2021-31 Long Term Plan and the Council's Strategic Framework.
6. These draft indicators have now been discussed with an incoming Chief Executive, and an updated draft (**Attachment 1**) is attached for the Committee's consideration. The Long Term Plan performance measures, which are referenced in the proposed performance indicators, are attached as **Attachment 2**.
7. As discussed at the Committee's meeting on 3 June 2021, the opportunity has been taken to link the measures much more closely to Council's Strategic Framework. This will assist in ensuring that the Chief Executive is focussed on Council's priorities and will improve the alignment to the wider organisation as these are cascaded through the management layers
8. The proposed performance indicators have two sections: Section 1 includes measures relating to Council's overarching strategic priorities; and Section 2 includes measures relating to Council's organisational priorities. Reference to individual activity measures has been removed and instead a single performance indicator has been included relating to overall achievement against the new Long Term Plan performance measures (Attachment 2). This new suite of performance measures has been developed to relate more closely to Council's priorities and improve overall accountability to the community. Removing individual activity measures will reduce duplication in reporting and focus more on the role of the Chief Executive in driving and overseeing performance across the organisation. The organisational priorities have been drafted to reflect the leadership role of the Chief Executive within the organisation
9. The incoming Chief Executive, Nigel Corry, will be available to attend the meeting to speak to the proposed new performance indicators.
10. After discussion with the incoming Chief Executive I consider it is appropriate that these new performance indicators take effect from when Nigel Corry takes up the Chief Executive role, on 15 September 2021.



## **Te huritao ki te huringa o te āhuarangi Consideration of climate change**

11. The matters requiring decision in this report have been considered in accordance with the process set out in Greater Wellington's *Climate Change Consideration Guide*.

### ***Mitigation and adaptation assessments***

12. The matters addressed in this report are of a procedural nature, and there is no need to conduct climate change assessments.

## **Ngā tikanga whakatau Decision-making process**

13. The matters requiring decision in this report were considered against the decision-making requirements of Part 6 of the Local Government Act 2002.

## **Te hiranga Significance**

14. The significance (as defined by Part 6 of the Local Government Act 2002) of the matters for decision, taking into account Council's *Significance and Engagement Policy* has been considered. Given their procedural nature the matters are considered to be of low significance.

## **Te whakatūtakitaki Engagement**

15. Engagement on this matter is unnecessary.

## **Ngā tūāoma e whai ake nei Next steps**

16. The Committee Chair will prepare a report to the Council meeting on 19 August 2021 for the Council to approve the amended Chief Executive's performance indicators for 2021/22.

## **Ngā āpitihanga Attachments**

<b>Number</b>	<b>Title</b>
1	Draft updated Chief Executive key performance indicators for 2021/22
2	2021-31 LTP non-financial performance measures

## **Ngā kaiwaitohu Signatory**

Writer	Cr Glenda Hughes, Chair, Chief Executive Employment Review Committee
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**He whakarāpopoto i ngā huritaonga  
Summary of considerations**

***Fit with Council's roles or Committee's terms of reference***

The terms of reference for the Chief Executive Employment Review Committee provide that the Committee shall recommend the annual performance indicators for the Chief Executive to Council for approval.

***Implications for Māori***

There are no known impacts for Māori.

***Contribution to Annual Plan / Long term Plan / Other key strategies and policies***

There are no implications for the Annual Plan or other key planning/strategic documents.

***Internal consultation***

The development of the draft performance indicators has involved discussion between the Chief Executive and the Chair of the Chief Executive Employment Review Committee.

***Risks and impacts: legal / health and safety etc.***

There are no risks.

Restricted Public Excluded

## DRAFT Updated Chief Executive Key Performance Indicators for 2021/22 - effective from 15 September 2021

<b>Section 1: Overarching Strategic Priorities</b>				
<i>The KPIs in this section measure against the overarching priorities in Council's Strategic Framework</i>				
Priority	Outcome	Measure	Target	Reporting Area
<b>Improving outcomes for mana whenua and Māori.</b>	Mana whenua are included in decision-making, and Te Ao Māori and mātauranga Māori perspectives are reflected in the work Greater Wellington delivers so we can achieve the best outcomes for Māori across all aspects of our region.	Continuous implementation of the Māori Outcomes Framework and the new mana whenua funding model.	Funding agreements are signed and an agreed work programme is in place with each mana whenua partner.	TE HUNGA WHIRIWHIRI
			Opportunities for contracting/delegating environmental functions direct to mana whenua are identified and actioned.	
		Implementation of Te Matarau a Māui.	Governance structure is in place for Te Matarau a Māui.	
		Te Tiriti o Waitangi Audit developed to assess Council's performance against improved outcomes for mana whenua and Māori.	Framework for undertaking a Te Tiriti o Waitangi Audit in the next financial year is developed.	

## Section 1: Overarching Strategic Priorities

*The KPIs in this section measure against the overarching priorities in Council's Strategic Framework*

Priority	Outcome	Measure	Target	Reporting Area
<b>Responding to the climate emergency.</b>	Demonstrating leadership in regional climate action and advocacy, and ensuring that Greater Wellington's operations are carbon neutral by 2030.	Greater Wellington is in a position to support the development of regional strategies for climate action through the Wellington Regional Growth Framework.	Undertake a regional climate change risk assessment and lead coordination of this (if supported by the Regional Climate Change Forum).	STRATEGY
		Ensuring that Greater Wellington's operations are carbon neutral by 2030 and climate positive by 2035.	Net emissions from Greater Wellington's operations are trending downwards (from the 2018/19 baseline).	
<b>Adapting and responding to the impacts of COVID-19.</b>	Greater Wellington has a leadership role in the regional response to the economic consequences of COVID-19.	The Regional Economic Development Plan is developed collaboratively with our partners and approved by the Wellington Regional Leadership Joint Committee.	Achieved.	STRATEGY
		Mitigation strategies are employed to ensure bus services across the network can continue to be delivered to the contracted standards despite labour shortages or patronage reductions.	Achieved.	METLINK
<b>Aligning with Government direction.</b>	Greater Wellington is actively responding to the Government's reform programme.	Alignment with National Policy Statement – Freshwater Management (NPS-FM) through the development and implementation of the Whaitua Implementation Plans (WIPs).	Council endorses the Te Whanganui-a-Tara WIP, and establishes the Kāpiti and Wairarapa Coast Whaitua Committees.  A WIP implementation programme is established for each of the Ruamahanga and Te	ENVIRONMENT

### Section 1: Overarching Strategic Priorities

*The KPIs in this section measure against the overarching priorities in Council's Strategic Framework*

Priority	Outcome	Measure	Target	Reporting Area
			Awarua o Porirua WIPs and demonstrable progress is made against an agreed delivery programme.	
		Input to the Government's reform programme, including: <ul style="list-style-type: none"> <li>• 3 Waters reform</li> <li>• Resource management reform</li> <li>• Future of local government review.</li> </ul>	Regular reporting (at least quarterly) to Council on the progress of the Government's reforms and Greater Wellington's response.	STRATEGY

### Section 2: Organisational Priorities

*The KPIs in this section measure against the organisational priorities in Council's Organisational Strategy*

Priority	Outcome	Measure	Target	Reporting Area
<b>People and Leadership</b> Develop a culturally capable, high performing, engaged, and resilient workforce.	<i>Leadership:</i> Leaders help their people deliver high-quality work in a supportive and creative Greater Wellington culture.	Demonstrated leadership as the CE internally and externally, including: <ul style="list-style-type: none"> <li>• P4P practice survey</li> <li>• observed behaviours and visibility within the organisation</li> <li>• sector leadership</li> <li>• regional leadership responsiveness and accessibility to Councillors.</li> </ul>	As assessed by the Chair and the Chief Executive Employment Review Committee.	CE's OFFICE

## Section 2: Organisational Priorities

*The KPIs in this section measure against the organisational priorities in Council's Organisational Strategy*

Priority	Outcome	Measure	Target	Reporting Area
	<i>Change Management:</i> Change processes are clear on the outcomes sought, well-managed, with changes to business processes, culture, and behaviour change being considered as well as any necessary structural change.	Implementation of Fit for the Future change management process delivers integrated catchment-based planning and delivery of Greater Wellington services.	As assessed by the Chair and the Chief Executive Employment Review Committee.	CE's OFFICE
	<i>Health, Safety and Wellbeing:</i> Our people return home each day in the same or better state than they started the day.	Chief Executive-driven Health, Safety and Wellbeing (HSW) culture. Greater Wellington and Chief Executive HSW due diligence obligations demonstrated. <sup>1</sup>	Chief Executive undertakes, documents and reports to Council on at least two visits to field locations to review HSW processes and risks.	PEOPLE & CUSTOMER
	<i>Diversity and Inclusion:</i> Our workforce represents the communities we work for, resulting in greater diversity of thought and improved outcomes for Greater Wellington.	Greater Wellington increasingly reflects the region's gender, bicultural, ethnic, and cultural diversity make-up.	Council improves its assessment level (from 'between Starter and Rookie') following the Diversity and Inclusion Stocktake Review.	PEOPLE & CUSTOMER

<sup>1</sup> The previously used measure was "Lost-Time Injury (LTI) Frequency Rate" which is a lag indicator that we stopped formally reporting to ELT over 18 months ago now. This is because LTI is not a meaningful measure of effective HSW risk management that the CE (or senior leadership can directly influence). This is because a one day lost time injury for example is accorded the same value as a 6 month lost time injury or even a fatality. Most of GW's LTI's are less than 7 days – in this case some doctors will give time off where others wouldn't for the same or similar injury. This can lead to focus on minor risks at the expense of higher risk with catastrophic outcome. The current KPI of a less than .09 / 100,000 hours worked was not met in Q2 due to a high number of minor LTI's in 20/21. The proposed new measure: "**Undertaking HSW interactions with staff**" is a lead indicator. Interacting with staff doing the work provides an appreciation of how the work is actually done, the risks staff are working with and how these are managed in dynamic and changing environments. This allows senior leadership to directly influence the management of high risk activities by directing resources where they are needed and seeking assurance risk control measures are effective. It also allows the CE (and council, by reporting back) to demonstrate their officer due diligence obligations under the Health and Safety at Work Act are met.

## Section 2: Organisational Priorities

*The KPIs in this section measure against the organisational priorities in Council's Organisational Strategy*

Priority	Outcome	Measure	Target	Reporting Area
	<i>Staff Engagement:</i> Our people feel valued and engaged in Greater Wellington's purpose, resulting in a productive organisation.	Gallup overall employee engagement index.	Maintain or improve the 2020/21 result of 4.11. <sup>2</sup>	PEOPLE & CUSTOMER
	<i>Cultural Capability:</i> Mana whenua report that staff have confidence and competence to partner effectively. Staff report that they have completed the training requirements and are able to demonstrate change behaviours in the workplace.	Cultural capability programme in place that is inclusive of: <ul style="list-style-type: none"> <li>• Te Reo Māori</li> <li>• Mātauranga Māori</li> <li>• Te Tiriti o Waitangi</li> <li>• Sites of significance (led by mana whenua).</li> </ul> Survey of staff attending training completed annually.	Achievement of training targets.  25% of staff have participated in cultural training. <sup>3</sup>	TE HUNGA WHIRIWHIRI

<sup>2</sup> Note that we are unlikely to 'improve' on the 2020/21 result given the organisational changes on the horizon for 2021/22 such as implementing Fit for the Future.

<sup>3</sup> In line with our Te Reo Policy, cultural training is completed by staff in at least one of the following areas: Te Reo Māori; Mātauranga Māori; Te Tiriti o Waitangi; and Sites of significance (led by mana whenua)

<b>Organisational Excellence</b> Create systems and processes to support continuous business improvement.	Greater Wellington fulfils its obligations fully to deliver value for money to its communities.	Proportion of 2021-31 Long Term Plan non-financial performance measures that are achieved. <sup>4</sup>	80% of all LTP Non-financial performance measures are achieved by 30 June 2022.	STRATEGY
		Percentage of major projects with an overall “green” rating (on track in terms of schedule, budget, managing risks and issues, health and safety, stakeholders, and resources).	70% of all PMO ‘Major’ Projects. <sup>5</sup>	CORPORATE SERVICES
		Alignment to Greater Wellington’s Digital Strategy – enabling digital business transformation through: Directing enough resources toward promoting adoption of new digital tools and improvement of Greater Wellington’s IT Security posture.	Cyber Security posture has improved from previous reported state. Cyber Security initiatives reported to FRAC are funded, supported and enacted within the agreed timeframes.	CORPORATE SERVICES
<b>Reputation</b> Enhance the reputation and relevance of Greater Wellington in the region.	Our communities trust Greater Wellington to focus on the right issues and deliver value for money.	Reputation Index – Community perception of trust, leadership, fairness, and social responsibility as measured by the Colmar Brunton brand tracker.	Improvement in the overall reputation score: <ul style="list-style-type: none"> <li>• GWRC: from 90 to 91</li> <li>• Metlink: from 90 to 91.</li> </ul>	PEOPLE & CUSTOMER
		Regular one-on-one meetings with CEs of selected territorial authorities and iwi in the region to build trust and explore partnership opportunities. <sup>6</sup>	Regular meetings are scheduled, held and reported on.	CE’s OFFICE

<sup>4</sup> We have proposed to include this measure of overall activity group performance rather than including individual measures related to each Activity Group and related priorities. The CE has overall oversight of delivery rather than personal responsibility of individual outcomes. Monitoring of the activity group priorities is already being delivered through the LTP non-financial performance measures, which are reviewed by ELT and reported to Council quarterly (and annually via the Annual Report). Developing a further set of activity measures for the CE risks duplication

<sup>5</sup> We have altered measure and target from previous years to be the percentage of all PMO Major Projects (currently around 20 projects) rather than just a subset of the projects as this ensures we are getting the full picture of effective project management rather than just a snapshot.

<sup>6</sup> GW’s relationship with key local government partners is an important component of overall reputation and influences the perception of GW’s leadership role in the region



## 2021-31 LTP Non-Financial Performance Measures – Final, adopted 29 June 2021

## Environment and Flood Protection

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
Thriving Environment	Protect and restore our freshwater quality and blue belt	Delivery of the Ruamāhanga, Te Awarua-o-Porirua and Te Whanganui-a-Tara Whaitua implementation programmes	Water quality in the region is maintained or improved	Macroinvertebrate Community Index (MCI) score is maintained or improved <sup>1</sup>	New Measure	Achieved	Achieved	Achieved	Achieved	Resource management
			Support landowners through incentive funding and advice to develop and implement Farm Environment Plan actions, which reduce nutrient and sediment discharges or enhance biodiversity	Percentage of Greater Wellington incentive funding <sup>2</sup> used to advance Whaitua Implementation Programme priorities or to enhance or protect threatened biodiversity, through completion of high impact actions on private land	New Measure	75%	75%	75%	75%	Land management
			Deliver treatment programme on identified erosion-prone land	Erosion-prone hill country treated	755 ha	800 ha	825 ha	850 ha	850 ha	
		Provide environmental information to the community and our stakeholders	Timely Information from core environmental monitoring programmes is made available to the public via the Greater Wellington website	New Measure	Achieved	Achieved	Achieved	Achieved	Resource management	
		Monitor compliance with resource consents	Where rates of compliance for high risk activities are less than 80 percent, develop and implement a strategy to improve the rate of compliance	> 80%	Improved	Improved	Improved	Improved		

<sup>1</sup> Aquatic macroinvertebrates (i.e. animals without backbones that can be seen with the naked eye, e.g. shrimps, worms, crayfish, aquatic snails, mussels, aquatic stage of some insect larvae, such as dragonfly larvae, mayflies, caddisflies, etc.) are commonly used biological indicators for freshwater ecosystem health throughout New Zealand and around the world. Macroinvertebrates are widely used because they are abundant, easy to collect and identify, have relatively long life-cycles, and are sensitive to multiple pressures (e.g. pollution, habitat removal, floods, and droughts). This makes macroinvertebrate communities useful to identify where we need to improve our management of these pressures and to show when these pressures are sufficiently addressed.

<sup>2</sup> Greater Wellington incentive funding used to complete high impact actions will be assessed in respect to the three substantive incentive funds aimed at assisting landowners to undertake beneficial freshwater or biodiversity action on their land – these three programmes being: the Riparian Programme, the Farm Planning services fund, and the Wetland Programme.

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
			Customer satisfaction for the resource consent service	Level of overall satisfaction with consent processing services <sup>3</sup>	4.33	> 4	> 4	> 4	> 4	
Thriving Environment (continued)	Protect and restore indigenous biodiversity and ecosystem health	Re-forestation and protection and restoration of wetlands across our regional parks network	Protect and care for the environment, landscape and heritage	Grazed land retired and restored to its native state	New Measure	100 ha	100 ha	100 ha	150 ha	Regional Parks
				Indigenous species planted	63,000	55,000	60,000	65,000	70,000	
		Improve recreational enjoyment and environmental value of regional parks	Customer satisfaction and improved public access	Percentage of regional park visitors that are satisfied with their experience	98%	95%	95%	95%	95%	
				Annual number of visits to a regional park	1.76 million	Increase from baseline	Increase from previous year	Increase from previous year	Increase from previous year	
	Implementing nature based solutions to climate change	Implement the Regional Pest Management Plan (RPMP) and support Predator Free Wellington Initiatives	Provide pest species control services across the region	Provide pest animal and plant management as per RPMP Operational Plans <sup>4</sup>	Not Achieved	Achieved	Achieved	Achieved	Achieved	Pest management
				Provide pest species control services as agreed under Predator Free Wellington	New Measure	Achieved	Achieved	Achieved	Achieved	
			Implement the objectives of the Greater Wellington Biodiversity Strategy	Biodiversity Strategy objectives are being actively progressed by Greater Wellington	New Measure	Achieved	Achieved	Achieved	Achieved	Biodiversity management
Resilient future	Communities safeguarded from major flooding	RiverLink flood control works completed	Progress towards completion of the RiverLink flood control works	Implement RiverLink in accordance with the approved Preliminary Design	New Measure	Statutory approvals issued	Construction started	Construction progressed	Construction complete	Flood protection and control works
			Provide the standard of flood protection agreed with communities	Major flood protection and control works are maintained, repaired and renewed to the key standards defined in relevant planning documents <sup>5</sup>	Yes	Yes	Yes	Yes	Yes	
			Provide information and understanding of	Percentage of identified vulnerable floodplains with	30%	35%	35%	40%	50%	

<sup>3</sup> On a scale of 1 (very dissatisfied) to 5 (very satisfied)

<sup>4</sup> Operational Plans can be accessed via Greater Wellington's website: <http://www.gw.govt.nz/biosecurity/>

<sup>5</sup> DIA Mandatory Measure

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
			flood risk in the community	a flood management plan in place						
			Manage the safety of marine activities in the region's waters	Percentage of identified risks within the Harbour Risk Assessment that have been reviewed	New Measure	50%	60%	70%	80%	Harbour management

### Metlink Public Transport

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
Connected Communities Resilient Future Thriving Environment	An efficient, accessible and low carbon public transport network	Improving the customer experience across all areas of the public transport network	Provide a consistent and high quality customer experience across the public transport network	Passengers' overall satisfaction with the Metlink public transport <sup>6</sup>	New Measure	Bus 92% Rail 93% Ferry 98%	Bus 94% Rail 94% Ferry 98%	Bus 95% Rail 95% Ferry 98%	Bus >96% Rail >96% Ferry >98%	Network & Customer
				Passenger satisfaction with convenience of paying for Metlink public transport <sup>7</sup>	New Measure	76%	78%	80%	>90%	
				Passenger satisfaction with Metlink information currently available <sup>8</sup>	New Measure	87%	89%	92%	>93%	
				Passenger satisfaction with Metlink public transport being on time <sup>9</sup>	New Measure	80%	82%	85%	>90%	
				Percentage of scheduled bus trips that depart their timetabled starting location on time	94.2%	95%	95%	95%	95%	Operations

<sup>6</sup> The Metlink Public Transport Passenger Satisfaction Survey, which is run twice yearly, is used to determine Customer Satisfaction. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *Thinking about the vehicle you are on now, how satisfied or dissatisfied are you with this trip overall?*

<sup>7</sup> The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *Thinking about your experience of public transport (including trains, buses and harbour ferries) in the Wellington region over the last three months, how satisfied or dissatisfied are you with how convenient it is to pay for public transport?*

<sup>8</sup> The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *Overall, how satisfied or dissatisfied are you with the information about public transport services that is currently available?*

<sup>9</sup> The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *Thinking about the vehicle you are on now, how satisfied or dissatisfied are you with the service being on time (keeping to the timetable)?*

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
				(punctuality) – to 5 minutes <sup>10</sup>						
				Percentage of scheduled rail services on-time (punctuality) – to 5 minutes <sup>11</sup>	89.4%	95%	95%	95%	95%	
Connected Communities Resilient Future Thriving Environment (Continued)	An efficient, accessible and low carbon public transport network (Continued)	40 percent increase in regional mode share for public transport and active modes by 2030	Promote and encourage people to move from private vehicles to public transport	Annual Public Transport boardings per capita	63 per capita	64 per capita	65 per capita	67 per capita	Increasing to 88 per capita by 2030/31	Strategy & Investment
			Provide fit-for-purpose vehicles, infrastructure and services to continually deliver a high quality core network that meets ongoing demand	Percentage of passengers who are satisfied with the condition of the station/stop/wharf <sup>12</sup>	New measure (88% Nov 2020)	90%	92%	94%	>96%	Assets and Infrastructure
				Percentage of passengers who are satisfied with the condition of the vehicle fleet <sup>13</sup>	New measure (94% Nov 2020)	92%	93%	94%	>96%	
			Reducing public transport emissions by accelerating decarbonisation of the vehicle fleet (bus, rail, ferry)	Gross emissions for Metlink's public transport fleet will be minimised, reducing the offsets required to reach net carbon neutrality	Tonnes of CO <sub>2</sub> emitted per year on Metlink Public Transport Services	New Measure (22,030)	20,626 tonnes	19,223 tonnes	17,818 tonnes	5,500 tonnes in 2030/31 <sup>14</sup>

<sup>10</sup> This measure is based on services that depart from origin, departing between one minute early and five minutes late.

<sup>11</sup> The rail punctuality measure is based on rail services arriving at key interchange stations and final destination, within five minutes of the scheduled time.

<sup>12</sup> The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *How satisfied or dissatisfied are you with the condition of the stop/station/wharf?*

<sup>13</sup> The Metlink Public Transport Passenger Satisfaction Survey is used for this measure. Satisfied = score of 6-10 on a scale of 0-10. The question used to determine this measure is: *How satisfied or dissatisfied are you with the condition of this vehicle?*

<sup>14</sup> This figure represents the expected emissions in 2030/31. For each of the years 2027/28 to 2029/30 emissions are expected to be 7,993. During the years 2024/25 to 2026/27 emissions are anticipated to be between 16,000-18,000 tonnes per year.

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
			Reduction of accidental death and serious injury on the public transport network and prioritisation of safety and maintenance on the Public Transport network to encourage safe behaviours	Accidental deaths and serious injuries sustained on the Public Transport network as a result of Metlink or operator activity <sup>15</sup>	New Measure	Establish a baseline	5% Reduction compared to previous year	5% Reduction compared to previous year	5% Reduction compared to previous year	Operations

Restricted Public Excluded

<sup>15</sup> This measures events on the Metlink Public Transport network that have resulted in an accidental death or serious injury to a member of the public or Metlink staff member.

## Regional Strategy and Partnerships

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
Resilient Future	Taking regional climate action through regional strategy, collaboration and advocacy	Working collectively with partners to take regional climate action	Reduction of Greater Wellington's corporate carbon emissions	Reduction in tonnes of CO <sub>2</sub> equivalent emissions <sup>16</sup>	New measure	Reduction compared with baseline	Reduction compared with previous year	Reduction compared with previous year	Reduction compared with previous year	Climate change
	Regional economic development and recovery in a COVID-19 era	Regional economic recovery including low carbon economic transition	Alignment of Greater Wellington's activities and investment with the priorities of the Wellington Regional Leadership Committee <sup>17</sup>	As the Administering Authority, Greater Wellington will ensure the Committee has an agreed annual work programme and regular progress reporting	New measure	Achieved	Achieved	Achieved	Achieved	Regional economic development
	Leading regional spatial planning	Implement the Wellington Regional Growth Framework								Regional spatial planning
			Maintain a state of readiness of the Emergency Coordination Centre that is appropriately staffed and equipped to respond to an emergency	A team of CIMS <sup>18</sup> trained Greater Wellington staff is ready to respond to an activation of the Emergency Coordination Centre	New measure	Achieved	Achieved	Achieved	Achieved	Emergency management
Connected Communities Resilient Future	An efficient, accessible and low carbon public transport network	40 percent increase in regional mode share for Public Transport and active modes by 2030	Regional transport, planning, leadership, advice, and coordination to guide development and delivery of an integrated, multi-modal regional transport network	Wellington Regional Land Transport Plan is prepared and updated in accordance with the LTMA <sup>19</sup> and central government guidance	New measure	Annual Monitoring report is presented to RTC <sup>20</sup>	Annual Monitoring report is presented to RTC	Annual Monitoring report is presented to RTC and programme of activities is updated.	Annual Monitoring report is presented to RTC	Regional transport planning and programmes
				Coordinate and deliver new workplace travel programmes with major regional employers	New measure	2	3	Increase over previous year	Increase over previous year	

<sup>16</sup> This measure is for all of Greater Wellington's corporate greenhouse gas emissions. This includes all business units, and the share for the jointly owned Council Controlled Organisations based on ownership share.

<sup>17</sup> As the Administering Authority Greater Wellington supports and enables the operations and success of the Wellington Regional Leadership Committee.

<sup>18</sup> CIMS = Coordinated Incident Management System

<sup>19</sup> LTMA = Land Transport Management Act

<sup>20</sup> RTC = Regional Transport Committee

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
	Effective partnerships and co-designed agreements with mana whenua	Collaborative decision making with mana whenua partners	Effective decision making achieved through active involvement with mana whenua through strong partnership arrangements	Mana whenua report evidence of strong partnership arrangements and progress towards positive outcomes <sup>21</sup>	New measure	Achieved	Achieved	Achieved	Achieved	Regional partnerships with mana whenua and Māori
			Positive outcomes for Māori achieved through effective and resourced planning and engagement	Increased incorporation and use of mātauranga Māori across services delivered by Greater Wellington	New measure	Achieved	Achieved	Achieved	Achieved	
			Mana whenua and Māori are enabled to achieve strong, prosperous and resilient outcomes	Deliver Te Matarau a Māui annual work programme as agreed to by independent Board	New measure	Achieved	Achieved	Achieved	Achieved	
				Mana whenua and Māori report they are prepared for managing effective responses to civil defence and other emergencies	New measure	Achieved	Achieved	Achieved	Achieved	

Restricted

<sup>21</sup> Annual Qualitative Survey of our six mana whenua partners.

## Water supply

Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
Thriving Environment	A clean, safe and sustainable future drinking water supply		Provide water that is safe, and pleasant to drink	Compliance with part 4 of the drinking-water standards (bacteria compliance criteria) <sup>22</sup>	100%	Compliant	Compliant	Compliant	Compliant	Bulk water supply (Wellington Water Limited)
				Compliance with part 5 of the drinking-water standards (protozoal compliance criteria) <sup>26</sup>	100%	Compliant	Compliant	Compliant	Compliant	
				Customer satisfaction: number of complaints regarding water clarity, taste, odour, pressure/flow, and supply <sup>26</sup>	0	<20 complaints per 1,000 connections	<20 complaints per 1,000 connections	<20 complaints per 1,000 connections	<20 complaints per 1,000 connections	
				Number of waterborne disease outbreaks	0	0	0	0	0	
Resilient Future	Reduce water demand to support a sustainable water supply to avoid unnecessary investment in significant new water supply infrastructure	Support the reduction of the overall bulk water supply to the four metropolitan cities by 25 percent by 2030	Provide a continuous and secure bulk water supply	Average consumption of drinking water per day per resident within the TA districts <sup>26</sup>	369.8 L/d/p	<375 L/d/p	<375 L/d/p	<375 L/d/p	<375 L/d/p	
				Maintenance of the reticulation network: Percentage of real water loss from the networked reticulation system <sup>26</sup>	0.07%	+/- 0.25%	+/- 0.25%	+/- 0.25%	+/- 0.25%	

<sup>22</sup> Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).



Community Outcome	Strategic Priorities	Key Result Areas	Levels of Service	Performance Measures	Baseline (2019/20)	2021/22 Target	2022/23 Target	2023/24 Target	2024-31 Target	Reporting Activity
Resilient Future <i>(continued)</i>	Reduce water demand to support a sustainable water supply to avoid unnecessary investment in significant new water supply infrastructure <i>(continued)</i>		Provide a continuous and secure bulk water supply <i>(continued)</i>	Response times to attend urgent call-outs in response to a fault or unplanned interruption to the network reticulation system <sup>23</sup>	Time to reach site: 0 min  Time to confirm resolution: 0 hours	Time to reach site <90min  Time to confirm resolution <8 hours	Time to reach site <90min  Time to confirm resolution <8 hours	Time to reach site <90min  Time to confirm resolution <8 hours	Time to reach site <90min  Time to confirm resolution <8 hours	Bulk water supply <i>(Wellington Water Limited)</i>
				Response times to attend non-urgent call-outs in response to a fault or unplanned interruption to the network reticulation system <sup>27</sup>	Time to reach site: 0.9 hours  Time to confirm resolution: 1.25 days	Time to reach site <72 hours  Time to confirm resolution <20 days	Time to reach site <72 hours  Time to confirm resolution <20 days	Time to reach site <72 hours  Time to confirm resolution <20 days	Time to reach site <72 hours  Time to confirm resolution <20 days	
				Number of events in the bulk water supply preventing the continuous supply of drinking water to consumers	0	0	0	0	0	
				Sufficient water is available to meet normal demand except in a drought with a severity of greater than or equal to 1 in 50 years	6.9%	<2%	<2%	<2%	<2%	

Restricted

<sup>23</sup> Non-Financial Performance Measures Rules 2013, Water Supply (DIA Mandatory Measure).