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# **Kaipara District Council**

## Executive Performance Programme

31st January 2019

## Executive Summary

The Kaipara District Council (“COUNCIL”) has requested an offer of service to deliver Executive Performance and Professional Development support. We are delighted to respond to your request and thank you for considering this service through Equip. We commit to delivering value to your council and introduce our Executive Performance Programme to support The Mayor, Council and Chief Executive Officer to define and achieve success for your community.

We would like to take the opportunity to acknowledge our appreciation for your request and we value the chance to assist you and your Council. This offer outlines the services that we provide through Equip, LGNZ’s Centre of Excellence:

1. Scope & Deliverables;
2. Service fee;
3. Our experience and capability; and
4. Terms of Business

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PROJECT DIRECTOR

**Scott Necklen**

Equip – Executive Director

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PERFORMANCE CONSULTANT

**Pamela Peters**

Equip Principal Associate

## Scope and deliverables

### Executive Performance Programme – Annual Support Package

We have designed the annual support package to give Chief Executives real direction and clarity, and the Council a strong basis to measure their CE's performance in a healthy and productive manner. Back up support is also designed to catch any potential issues and resolve these before they escalate.

Our annual package gives you and your CE complete peace of mind for the annual cycle which includes implementing best practice methodology, undertaking the full annual performance review, establishing the forward performance agreement with KPI's and relevant measures, quarterly 'on track' discussions and ongoing assistance as required during the year.

The annual package is designed as a continuous cycle and we are able to engage with you at any point in the cycle; and of course we are happy to further tailor our services to meet your needs.

The annual support package includes:

- Providing you with an independent professional service with a strong understanding of local government process, as well as insight gained from the private sector.
- Performance Management - assist and monitor with feedback, dialogue and action.
- Monitor and record 'on-track' quarterly performance feedback discussions at the three, six and nine month milestones.
- Facilitate the annual review process and provide Council with timely reports on CE performance and update Council on best industry practice.
- Refine and refresh measures and goals in line with the Council's strategic intent and establish performance measures; work with elected members and the CE to ensure measures reflect the Council's strategic priorities and organisational aspirations.
- Establish the Performance Agreement with appropriate KPIs and performance measures aligned to the organisation and implement best practice frameworks.
- Develop a professional development programme for your CE – recommend training, personal development plan and/or mentoring.
- Up to 2 visits per year to meet with the review committee, CE or attend the full council workshop (2-4 hour meetings).
- Telephone support (up to 12-hours) which allows confidential ongoing support for general employment related queries and guidance (sensitive issues require reference to appropriate specialist i.e. employment consul which may incur additional fee).

## Executive Human Resources Support – Additional Services

Other options we can also facilitate on your behalf include:

- Coordinate and incorporate 360° Feedback;
- R2 personal strengths based assessment;
- Access to expertise in:
  - Specialised conflict or dispute resolution;
  - Legal opinion or legal assistance to Council;
  - Co-ordination of health and stress-related care;
  - Coaching – professional assistance on key competencies; and
  - Local Government process specialist.

## Service fee

As LGNZ's Centre of Excellence we understand the cost implications for your Council and we take every possible step to minimise costs. By bundling services into an annual package we are able to leverage the very best value proposition for your Council.

### Equip Fee for Service

- REDACTED CONFIDENTIAL

### Disbursements

Please note all disbursements and outlays (i.e. travel, accommodation and subsistent, bulk copying and other agreed outlays) are charged on a cost recovery basis under a 'fair and reasonable' principle.

### Additional Services and Meetings

- Additional work undertaken outside of the agreed scope will be charged at an hourly rate of \$REDACTED CONFIDENTIAL or an agreed fixed fee will apply based on an agreed scope of work with minimum daily rates applied to additional onsite meetings.

## Our experience and capability

We are happy to introduce to you the project team:

- Pamela Peters, Equip Principal Associate, Performance Support.
- Scott Necklen, Equip Executive Director.
- Dr Steven Finlay, Equip Business Solutions Manager.

Our executive performance services are undertaken by suitably qualified independent associates guaranteeing confidentiality between the Council and the CE. We have a number of qualified performance experts who have experience across the public and private sectors as well as insight into local government processes.

While Scott and Steven act as project directors overseeing methodology and process they are not party to any performance related discussions between Council and the CE.

### Pamela Peters

Pamela Peters brings her extensive HR experience and a thorough understanding of local government leadership and processes, to truly appreciate and develop this review process for performance, career development and information standards required.

Pamela has been responsible and involved with Performance Management and Career Development for over 20 years. Her work, both in public and private sectors, has included local government HR managerial and governance roles, improving overall organisational performance and, most recently, strategic and operational HR work within a public-private alliance.

### Relevant Experience

Developing a High Performance Team-Auckland Motorways Alliance (AMA)

Pamela held the strategic and operational HR role as HR Advisor from 2008-12. She was a member of the wider Alliance Management Team in the creation of the Alliance. It is Australasia's largest maintenance alliance, involving professional technical staff and roading crews from NZTA, Beca, Fulton Hogan, Opus, Armitage and Resolve Group, employing 140 staff and an operating spend of \$50M pa. From this experience, Pamela brings fresh innovative ideas from five years in this leading HR role – in creating a high performance, highly engaged organisation. The AMA achieved awards and accolades in 2012 for its ability to provide savings, innovation and enhanced levels of service. Performance measures together with unique Performance and Career Development systems were an integral part of this HR role.

### Governance and Leadership

Pamela has been a Mayor and Deputy Mayor of Whangarei, which included among other duties, leading or membership of the CE Review Committee for 9 years.

She subsequently moved to Auckland in April 2008 to take up a position as Principal Consultant for transport solutions company Resolve Group, where she specialised in Strategic HR work, while also working as an Independent RMA Commissioner. Pamela was part of Resolve Group's Senior Management Team – dealing with all staff performance issues.

Pamela is also an Independent RMA Commissioner working from Auckland and Wellington. She has chaired hearings or been a panel member for important forward planning initiatives, major infrastructure and localised consents for over 6 years. Appointed to Local Government Efficiency Taskforce, June 2012

In June 2012 Pamela was appointed by Government to the Local Government Efficiency Taskforce - to assist in a report to Government on practical and legislative changes for efficiency. This report was published in December 2012 and is publicly available.

### **Qualifications and Memberships**

- BA Geography
- Post Graduate Diploma- HR Management
- Member Institute of Directors
- Member of EMA
- Member of HRINZ

### **Scott Necklen, Equip Executive Director**

Scott began work at LGNZ as Director of Business Solutions in July of 2013 and is responsible for Equip, LGNZ's Centre of Excellence, which is tasked with enhancing governance and management practices across the sector.

Scott has a broad international management background in service industries having worked in the United Kingdom, Australia, China and New Zealand as well as delivering projects in the Middle-East.

Scott has worked and delivered projects in the private sector as well as not-for-profits and has worked across a range of industries, leading change management and commercialisation projects, developing performance based cultures, undertaking organisational reviews, completing feasibility projects and bringing to market new products and services.

### **Dr Steven Finlay, Equip Business Solutions Manager**

Steven joined Equip as the Business Solutions Manager in April 2014 to drive the operational delivery of Equip.

From 2008 to 2012 Steven facilitated the Phase 1 establishment of both Health and Clean Technology Centres of Excellence for Grow Wellington, the Region's Economic Development Agency. Working closely with Kapiti Coast District Council Steven led the establishment of a Clean Technology Centre, Trust and Park in Otaki, culminating in the role of Establishment CE for the Clean Technology Trust from mid 2012 to early 2014.

Prior to this Steven established Social Research and Consulting in 2005 and delivered major projects for his clients including Wellington City Council Strategy Directorate, where he co-led the development and delivery of the Wellington Regional Settlement Strategy - in partnership with The Department of Labour - and developed 'Optimise' - a business unit improvement programme with Planning, Performance and Research Directorate.

Steven's PhD developed a new theory of indigenisation and was published in the Sage Handbook of New Approaches to Management and Organising in 2011, using a comparison of a Scottish Celtic (his own background) and a Maori organisation to understand how indigenous knowledge enables organising practices. The PhD won a scholarship from Victoria Management School where Steven also worked under Vic-Link - the University's Consulting arm - to evaluate regional economic development and cluster initiatives in 2002 for The Ministry of Economic Development.



## Terms of business

### General

All work undertaken by Equip, and its Associates, is subject to the terms and conditions here set out.

These terms and conditions cannot be varied or waived, unless in writing and signed by an executive of Equip and the Council.

### Fees

Equip fees are payable in accordance with the following provisions.

The fee for this assignment, excluding additional services, is outlined in the attached proposal and is plus gst.

Each assignment we undertake is tailored to the specific needs of the Council. If Council requires the Associate to deliver additional services, or extends the agreed scope of work, Equip will attempt to finalise a preferred fee structure with you at that time and in advance of conducting the work or alternatively will charge as stipulated under the service fee section within the proposal.

### Cancellation

In the event that Council cancels an assignment placed with Equip for any reason where Equip has undertaken work and incurred expenses the Council is liable for the fees and expenses of the percentage of the completed work to date.

In the event that Council cancels or re-schedules any planned programme of work within 7 working days the Council is liable for any costs Equip may incur as a result of lost fees its Associates may incur.

### Expenses – Disbursement and Outlays

Equip is authorised by the Council to incur costs relevant to the delivery of the scope of work agreed i.e. travel related costs on a 'fair and reasonable' principle.

- (a) If Council cancels any services or reschedules agreed services and/or meetings etc. the Council will be liable for any cancellation costs incurred by Equip.
- (b) Equip will take all reasonable steps to minimise any cancellation costs or costs incurred as a result of rescheduling.

Equip will invoice Council for all disbursements and outlays incurred on an 'as and when basis'.

## Terms of Payment

On confirmation and signing Equip will invoice 50% of the Executive Performance Programme annual support package fee with the remainder being invoiced on the three month anniversary.

All outlays and out-of-pocket expenses will be invoiced on a monthly basis. All invoices are to be settled by the Council in full within 28 working days.

## No Liability

Equip is not liable for any loss, damage, injury, costs (including legal), claims or expenses sustained by the Council or its employees, agents or customers, arising directly or indirectly from or connected to the provision of its services; this clause pertains to Equip staff and Associates as well as LGNZ employees.

## Confidential Information

In order to undertake this assignment Council and Equip may exchange confidential information. All parties agree to maintain confidentiality of such information and agree not to disclose confidential information to any persons other than those immediately involved in the provision of this assignment and then only on the basis that those persons will maintain this confidentiality.

## To: Equip

On behalf of the Kaipara District Council I confirm the appointment of Equip to undertake the duties as detailed in the above, namely the provision of executive performance management support, and that I accept the above terms and conditions.

**Signature of Authorised Signatory** \_\_\_\_\_

**Name and Title of Authorised Signatory** \_\_\_\_\_

**Date** \_\_\_\_\_

**Purchase Order Number** \_\_\_\_\_

## Acknowledgement

Thank you for the invitation to present this scope of work. We will dedicate ourselves to this task with diligence, integrity, and with the same passion you have for your Council and your community.

I would like to stress that we are open to tailor the process to fit your needs and encourage you to consider how we best meet the needs of your Council.

We look forward to assisting you. Please do not hesitate to contact me if you require any further information or if I can be of any assistance.

Yours sincerely,



**Scott Necklen**  
*EquiP Executive Director*