

17. Chief Executive's Performance Review

Reference Te Tohutoro: 25/1558729

Chairperson Te Mayor Phil Mauger, Chief Executive Performance and Employment

Kaiwhakahaere o te Hui: Committee Chair

Confidentiality

Section under the Act:	The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.
Sub-clause and Reason:	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.
Public Interest Consideration:	The performance review of the Chief Executive is an employment matter, and while it will have high public interest, it doesn't outweigh the employment relationship between the Council and its employee.
Potential Release Review Date and Conditions:	15 September 2025 Once the final performance review has been approved by Council.

1. Purpose of Report Te Pūtake Pūrongo

- 1.1 The purpose of this report is to present to the Council the Chief Executive Performance and Employment Committee's (the Committee) findings from its review of the Chief Executive's performance for the period F24/25.

2. Chairperson's Recommendations

That the Council:

1. Receives the information in the Chief Executive's Performance Review report.
2. Approves the Chief Executive's Performance Review as presented.
3. Notes the Chief Executive respectfully declined any consideration of a remuneration adjustment.
4. Acknowledges the exceptional performance of Chief Executive, Mary Richardson, with commendation for her outstanding leadership throughout the year and the impressive outcomes detailed in the review document.
5. Notes the Chief Executive's comments that the results reflect the collective efforts of the entire organisation and the Council acknowledges the dedication and contributions of staff throughout the year.

3. Detail Te Whakamahuki

- 3.1 The Committee has completed its annual review of the Chief Executive's performance. Chief Executive, Mary Richardson, provided a comprehensive review document (**Attachment A**)

- based on the performance measures previously agreed by the Committee and adopted by the Council.
- 3.2 The Chief Executive has demonstrated strong performance against agreed objectives and key performance indicators (KPIs).
 - 3.3 The Council successfully delivered 87.5% of community services and 89.1% of management services to the intended standards marking the highest performance in over a decade.
 - 3.4 While the Capital Programme is progressing in many respects, the Chief Executive acknowledged the results signal a need to consider adjusting/rephrasing the capital programme during forthcoming Annual Plan/Long Term Plan processes.
 - 3.5 The Committee noted that residents' overall satisfaction with Council performance rose to 53% (from 46%) and 84% of services met satisfaction targets (up from 71%). The Committee was particularly encouraged to see improvements in several key areas relevant to community trust and confidence in the Council. Notable achievements include:
 - 3.5.1 A significant increase in the percentage of residents who consider the Council makes decisions in the best interests of the city – 38%, up from 29% in 2022.
 - 3.5.2 A 10% increase from the previous year of residents who feel they have some, or a large influence on Council decision-making.
 - 3.5.3 80% of respondents rate their overall quality of life positively to some degree.
 - 3.6 Staff engagement and pride in Council increased across every question in the staff engagement survey, with the overall score rising to 67%, up from 61% in 2024 and 56% in 2022, and surpassing the Local Government benchmark of 64% for the first time. Staff turnover is decreasing to currently sit at 13% and gender pay equity has reduced to 12.1%. Continuous improvement initiatives were implemented across all teams of the organisation as part of staff's individual performance and development plans. The indicators outlined in Attachment A reflect positively on the Chief Executive's leadership and focus on organisational wellbeing.
 - 3.7 The Chief Executive commended the significant contributions and collective efforts demonstrated across the entire organisation, emphasising that the outcomes achieved are the result of a shared commitment and cannot be attributed to any single individual. Having said that, the Committee was keen to acknowledge the significance of the Chief Executive's leadership in achieving these outcomes.
 - 3.8 The Chief Executive observed that while the number of confirmed objective and KPIs she is required to report against is relatively high, there are currently no defined competency-based targets. She recommended that these considerations be incorporated into the development of future performance review criteria, whether for herself or for any incoming Chief Executive.
 - 3.9 The Committee discussed a review of the Chief Executive's remuneration with an intention of recommending to Council an increase. The Chief Executive respectfully declined any consideration of a remuneration adjustment, and the Committee accepted her wishes in this regard.
 - 3.10 The Committee commended the Chief Executive for her exceptional performance and Members provided their heartfelt thanks to her.

Signatories Ngā Kaiwaitohu

Author Megan Pearce, Manager Democratic Services

Approved By Mayor Phil Mauger - Chair of Council

Attachments Ngā Tāpirihanga

No.	Title	Reference	Page
A ↓	Final Report Chief Executive Performance Results 2025	25/1612753	48

Chief Executive Performance Report 24/25

The results presented in this report represent the combined efforts and contributions of the organisation as a whole. They are not attributable to a single individual but result from the coordinated work across multiple teams.

Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details
Delivering our best for our communities	Deliver Levels of Service to target	Deliver at least 85% of Community levels of service to target.	✓	Delivered 87.5% of Community levels of service to target.
		Deliver at least 85% of Management levels of service to target.	✓	Delivered at least 89.1% of Management levels of service to target. Levels of Service (LOS) results as high as they have been in the past decade, reflecting the sustained and coordinated efforts of staff across the organisation.
	Capital projects are delivered to budget and milestones	At least 85% of projects delivered to milestones (WOL).	✗	80.2% of projects delivered to milestones falling short of the target.
		At least 90% of FY2026 funding programme budgets allocated (projects initiated) by 31st March 2025.	✓	90.0% of FY2026 funding programme budgets allocated (projects initiated) by 31st March 2025.
		At least 90% of FY2027/FY2028 funding programme allocated to projects in CPMS by 30th June 2025.	✗	88.4% of FY2027/FY2028 funding programme allocated to projects in CPMS by 30th June 2025. There are more projects currently in the planning stage, slightly ahead of the same time last year.
		Decrease in the number of change requests submitted after project initiation.	✓	The value of change decreased significantly (by 37%); however, the number of change requests increased, with 17 more submitted in 2024/25 compared to the previous year. Given that the capital programme was 14% larger in 2024/25, the increase in change requests was proportionate.
		Overall capital programme within approved programme budget < \$0%.	✓	Total capital programme expenditure for FY25 was \$680.2m (91% of approved budget). This includes delivery of just under \$200m for Te Kaha. Excluding Te Kaha the final expenditure was \$4.803m (87% of approved budget). The final expenditure for the overall capital programme in FY25 was \$680.2m , or 91% of budget, with a net carry forward of \$57.4m . Allocation Breakdown: <ul style="list-style-type: none">Core / Externally Funded Delivery: \$480.3 million (87% of budget, with a net carry forward of \$67.0m).

Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details
				<ul style="list-style-type: none"> One New Zealand Stadium at Te Kaha: \$199.9 million. 52% of FY25 expenditure was on 20 major projects.
	High visibility capital projects are delivered on time and within budget	Te Kaha and WWTP projects delivered on time and within budget.	✓	<p>Both projects remain on time and on budget.</p> <p>Te Kaha Stadium - remains on track to the overall budget, and to the completion date.</p> <p>WWTP - Insurance was settled in October 2024; Odour Management Plan has been updated and additional steps have been put in place to try and mitigate the situation next year. Construction being priced and close to awarding contract.</p>
		At least 70% of watchlist projects (high risk projects) are delivered to time and budget.	✓ X	<p>78% (18) were on track for time.</p> <p>78% were on track for budget.</p> <p>61% (14) projects) that were on track for both time and budget.</p>
	<p>NOTE: FY2024/25 capital expenditure outcomes indicate effective programme management, with delivery remaining within approved budget limits. Targeted measures are underway to improve forecast accuracy, identify delivery risks earlier, and strengthen oversight. However, the underspend, particularly in key infrastructure portfolios, suggests there are potential areas for adjustment. Potential actions for consideration in the Annual Plan and LTP processes include:</p> <ul style="list-style-type: none"> Adjust timing of future capital investments to align with delivery capacity Reallocate capital budgets across financial years based on realistic schedules Improve project planning and forecasting to reduce budget-to-delivery variance Investigate drivers of underspend (e.g. procurement delays, resource constraints, regulatory issues) Maintain prioritisation of core infrastructure and strategic initiatives while balancing programme-wide delivery Continue monitoring performance against targets 			
	Increase satisfaction levels of people using Council services	<p>Majority of services met their annual satisfaction targets.</p> <p>Maintain or increase number of services scoring 85%+ satisfaction.</p> <p>Increase number of services with improved satisfaction ratings.</p> <p>Overall satisfaction with the Council's performance >50%.</p>	✓ ✓ ✓ ✓	<p>84% of services achieved their satisfaction targets, a notable improvement from 71% the previous year.</p> <p>13 service areas achieved more than 85% satisfaction.</p> <p>Satisfaction levels have increased for 9 out of 16 services.</p> <p>Overall satisfaction climbed to 53%, up from 46% last year.</p> <p>All reputation and trust measures improved, including perceptions of leadership, transparency, and wise spending decisions.</p>

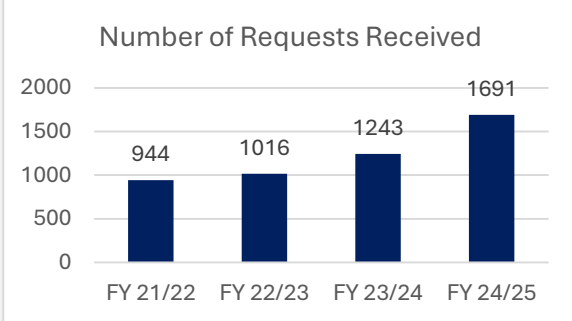
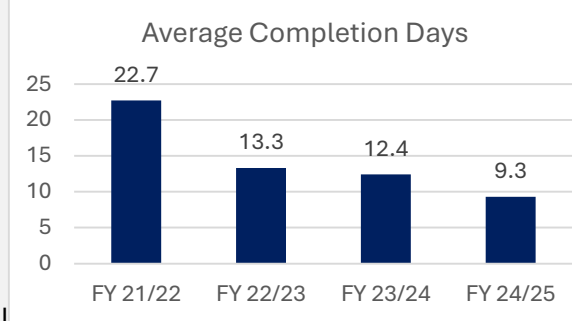
Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details
	Ensure it is easy for service users/customers to interact with us, request a service, provide feedback or report an issue	Ease of interaction with the Council >60%.	✓	Point of Contact Survey results for services ranges from 69% to 100% for Ease of Interaction or Use. The average score across 21 service was 80%. Residents' Survey 60% of participants agreed that the Council makes it easy to interact with. 13% disagreed, while the remaining respondents were neutral or unsure.
		At least 90% of customers are satisfied or very satisfied by the quality of the service they received at the first point of contact via walk-in.	✓	Citizens and customer satisfaction with the quality of the service received for walk in services 99% .
		At least 85% of customers are satisfied or very satisfied by the quality of the service they received at the first point of contact via phone.	✓	Citizens and customer satisfaction with the quality of the service received for phone contacts 86% satisfied .
	Ensure the implement Climate Change / Coastal Adaptation initiatives	The percentage of residents reporting they have an understanding of climate change, and its impacts is consistent with the big city average.	✓	Over half (57%) of respondents think they have a good understanding of climate change and its impacts on their city / local area (compared to 58% 8-city respondents). Trend of declining concern about the impacts of climate change continued, with 29% saying they were worried or very worried, down significantly from 41% in 2022. This trend was also apparent in other cities. A draft Emissions Reduction Plan was presented to ELT in February 2025 and is scheduled for a workshop.
		Council's Emission Reduction Plan is developed and adopted.	✓	Staff held a Council workshop on this topic in November 2024, and two councillors attended. Staff included a KPI section in the 6-monthly Climate Resilience report to the Council on 4 December 2024. This explained our approach to KPIs, which focuses on using existing metrics, such as reporting on the Council's emissions, and does not involve developing separate new KPIs for measuring progress on climate change. This report was accepted.
		KPIs for measuring progress on climate change are developed & approved.	✓	The regional working group under the Canterbury Climate Partnership Plan has developed a set of indicators for measuring progress and we will use those, once adopted by the Canterbury Mayoral Forum.
		CHAP 25/26 work programme is developed and implemented.	✓	The CHAP work programme for 25/26 has been agreed, and it has been reported to the Council in a recent update (23 May 2025). The Coastal Hazards Working Group (12 May 2025) are currently midway through a process of briefing the three Community Boards with coastal areas as part of seeking feedback on options about where adaptation planning will occur next.
	NOTE: While the targeted results related to climate change are strong, the declining public concern presents a critical challenge. This trend highlights an opportunity to strengthen awareness campaigns and enhance engagement initiatives. By building on current achievements, we can deepen understanding and ensure continued momentum toward meaningful climate action and adaptation.			
Financially responsible & robust	Demonstrate value for money by actively managing our activity budgets	100% ≤ budget	✓	Operating expenditure \$36.0 million (4.3%) under budget after carry forwards at year end. Operating surplus operating surplus of \$47.5 million. As noted in Finance report this is primarily due to, increased subvention receipts, savings in personnel costs, lower waste management and transport operational costs, increased recreation & sport revenues due to higher participation, and increased rates income. These were partially offset by reductions in

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				<p>staff capitalisation and additional costs in the Digital Unit, along with increased operational and maintenance costs in Three Waters.</p> <p>Operational expenditure (Opex) carry forward requests of \$13.9m are materially lower than the \$18.9m in 2023.</p> <p>Activity budgets are underspent. Some budgeting issues have been identified and will be addressed through the Annual Plan. These are known in advance and will be actively managed throughout the year.</p>
	Resources are allocated where they are most needed	Increase staff perceptions of “Our organisation allocates resources where they are most needed”.	✓	7% increase in the staff assessment that our organisation allocates resources where they are most needed (54% in 2025).
		Budget adherence to Annual Plan.	✓	<p>Disciplined approached to budget management resulting in</p> <ul style="list-style-type: none"> • Operating Cash Surplus after Carry Forwards - \$47.5m • Operating Cash Surplus allocated to debt repayment through the 2025/26 AP - \$20.0m • Operating Cash Surplus allocated to rates reduction through the 2025/26 AP - \$17.0m • Unallocated Operating Cash Surplus - \$10 m (recommended to be applied to the repayment of rates funded debt).
	Continually improve our effectiveness and efficiency for the benefit of our community	Undertake at least one service review per annum.	✓	<p>S17 review on Economic Development.</p> <p>Service quarterly/6 monthly reports to Council implemented.</p> <p>There have been 36 service reports to Council. Three Waters Unit had reported since December 2022. Some other units had reported to the former Sustainability and Community Resilience Committee on an ad hoc basis but this cease during the last triennial.</p>
		All units/teams engaged in continuous improvement.	✓	100% Teams/Units engaged in continuous improvement initiative
		Cost savings or efficiencies identified in accordance with draft Annual Plan 2025/26 resolution.	✓	<p>Saving presented to Annual Plan workshop – agreed savings implemented in AP</p> <p>Active management of budgets – resulting in end of year surplus and positive impact of rates and boring.</p>
Community trust & confidence	Increase trust and confidence in the Council	Confidence that the Council makes decisions in the best interests of the city – rating higher than the big city average.	✓	38% of Christchurch respondents agree they have confidence that the Council makes decisions that are in their city / local area’s best interest - up significantly from 29% in 2022 and significantly higher than the big city average of 30% .
		Perception that public has an influence on the Council decision-making rated higher than big city average.	✓	37% of the Christchurch respondents perceive the public has a ‘large’ or ‘some’ influence on the decisions that their council makes (compared to 35% of the big-city average).
		Christchurch residents trust in local government - rating higher than big city average.	✓	40% of Christchurch respondents reported low trust in local government in QoL survey (compared to 45% of the big-city average).

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		Increased percentage of residents who agree the Council makes decisions in the best interests of the city.	✓	9% increase in residents' confidence the Council makes decisions in the best interests of the city (users of governance services) in Resident Survey (28% of residents that have confidence the Council makes decisions in the best interests of the city).
		Increase percentage of residents reporting that Council can be trusted.	✓	6% increase (to 34%) in result for "The Council can be trusted".
	Residents believe that have opportunities to have a say in what Council does	Increase percentage of residents who report that public influence on the decisions the Council makes.	✓	36% agree they have some or a large influence on Council decision-making. This is a 10% increase from the previous year . 40% satisfaction with participation in and contribution to Council decision-making 6% increase from previous year .
		Percentage of staff reporting they actively gather feedback from citizens and use it to improve service >65%.	✓	"We use feedback to improve our services to our citizens and community" increased 6% to 71% .
	Improve residents' perception of Christchurch	Increase % people who believe Christchurch is a great place to live.	✓	80% of Christchurch respondents rate their overall quality of life positively, with 5% rating it as 'extremely good', 32% as 'very good', and 43% as 'good' (77% of the 8-city respondents rate their overall quality of life positively).
		% people who believe Christchurch is a great place to live higher than city average.	✓	26% said their quality of life had increased compared to 12 months ago, up from 19% in 2022.
		Perception of city / local area as a great place to live increased and is higher than city average.	✓	More than half (59%) of the Christchurch respondents in Quality-of-Life Survey say they are happy with the way their city / local area looks and feels (compared to 55% of the 8-city respondents).
		Perception of city / local area as having a positive look & feel increased and is higher than city average.	✓	77% of Christchurch respondents perceive their city / local area as being a great place to live (compared to 73% of 8-city respondents).
Proudly serving & continuously improving	Promote a high-performance culture based on teamwork, innovation, customer service, continuous improvement and public service	All units/teams engaged in at least one continuous improvement initiative.	✓	All units/teams engaged in at least one continuous improvement initiative.
		>60% staff report that organisation supports people who come forward with new ideas.	✓	65% reported organisation supports people who come forward with new ideas (increased by 6%).

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	Continue to increase staff engagement and pride to work at Council	>60% staff report that the Council is a great place to work.	✓	“Christchurch City Council is a Great place to work” increased 8% to 74% .																							
		>70% staff report they enjoy working for the Council.	✓	“Christchurch City Council has a positive impact on the community” increased 6% to 76% .																							
		>70% staff report they are proud of impact that the Council has on the community.	✓	“We provide great value to our citizens” increased by 6% to 73% .																							
		>75% staff report that importance of citizens has a significant impact on how we work.	✓	“Our social responsibility is appropriately reflected in our strategy” Increased by 7% to 72% . “We use feedback to improve our service to our citizens and the community” increased by 6% to 71% .																							
Retain skilled staff to create a sense of stability	Increased staff retention rate. Increase in the average length of time staff remain at the Council.	✓	The Council’s permanent staff turnover is currently sitting at 13% <table><tr><th colspan="4">1. Permanent staff turnover (by financial year)</th></tr><tr><th>12 month rolling average</th><th>Jun-23</th><th>Jun-24</th><th>Jun-25</th></tr><tr><td></td><td>18.9%</td><td>15.4%</td><td>13.0%</td></tr></table> Staff tenure has increased from F24 to F25 <table><tr><th colspan="4">2. Staff tenure (by financial year)</th></tr><tr><th>Average years of service at termination</th><th>Jun-23</th><th>Jun-24</th><th>Jun-25</th></tr><tr><td></td><td>5.5</td><td>5.3</td><td>5.4</td></tr></table>	1. Permanent staff turnover (by financial year)				12 month rolling average	Jun-23	Jun-24	Jun-25		18.9%	15.4%	13.0%	2. Staff tenure (by financial year)				Average years of service at termination	Jun-23	Jun-24	Jun-25		5.5	5.3	5.4
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		✓																									
Build a mature Treaty Partnership	Staff report Treaty competency > 65%. Percentage of staff reporting understanding of Tiriti >75%. Agreed partnership initiatives and projects with local Rūnanga developed and implemented.	✓	80% reported that they recognised the importance of Te Tiriti and its principles (increased from 78%).																								
		✓	73% believe that our organisation actively values Te Ao Māori (increase 5%).																								
		✓	Projects identified and delivery included in work plan. Projects/budgets incorporated in LTP and AP and/or BoF.																								
Visible & inclusive leadership	Foster a culture where leadership is encouraged, supported, and recognised at every level	✓	“I feel safe telling the truth even when it is unpopular” increased 6% to 64% .																								
		✓	“I am supported to develop my skills and career” increased by 6% to 71% .																								
			“I am comfortable asking for help or feedback” increased 5% to 78% .																								
	Increased participation in staff excellence awards.	-	Excellent Awards will be held in December 2025.																								
Foster a culture that effectively develop leaders and nurturing talent	Percentage of staff report that they are provided opportunities to develop competences and skills >60%.	✓	“I am supported to develop my skills and career” increased by 6% to 71% . “The organisation empowers staff to maximize their performance” increased 7% to 62% .																								

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		Review the number of staff who are promoted from within the organisation to leadership roles to establish a baseline.	✓	<table><tr><th colspan="4">3. Internal promotions - leadership (by financial year)</th></tr><tr><th>Number of staff</th><th>Jun-23</th><th>Jun-24</th><th>Jun-25</th></tr><tr><td></td><td></td><td>40</td><td>42</td></tr></table>	3. Internal promotions - leadership (by financial year)				Number of staff	Jun-23	Jun-24	Jun-25			40	42
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	Number of staff	Jun-23	Jun-24	Jun-25												
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		Pay Equity		✓	In 2020, our pay equity gap was 24.7% across all employees. Last year, in 2024, the gap had reduced to 18.3% . The latest analysis shows that our Gender Pay Gap is continuing to fall, as it now sits at 12.1%.											
Ensure staff are confident in organisational leadership	Percentage of staff reporting their manager shares information that enables them to effectively do their job and deliver services >70%.		✓	“My direct manager shares information with me that helps me to my job effectively” increased by 4% to 78% .												
	Percentage of staff reporting they are motivated by how their direct manager communicates >70%.		✓	“I am motivated by the way my direct manager communicates with me” increased 3% to 74% .												
	Percentage of staff who are motivated by how ELT communicates >50%.		✓	“ELT are leading us in the right direction” increased by 8% to 67% . “I am motivated by the way ELT communicates” increased 7% to 57% .												
	Percentage of staff who report that ELT actions are in line with organisational values >60%.		✓	“The actions of my leadership team are in line with our organisation values” increased by 5% to 73% . “ELT’s actions are in line with our organisation’s values “ increased 9% to 69% .												
Legislative compliance	Ensure compliance with all relevant legislation and regulatory requirements	Compliance with all relevant legislation and regulations.	✓	<p>There are no known significant breaches of legislation in the last financial year.</p> <p>Compliance with processing building consents and code compliance certificates within statutory timeframes (Building Act 2004) 91% and 84% respectively (Year to May 25 – full year not available).</p> <p>Compliance with processing resource management applications within statutory timeframes – 93% (Year to May 25 - full year not yet available).</p> <p>100% compliance with timeline for Ombudsman's Office queries.</p> <p>Ombudsman data Jan to June 2025:</p> <ul style="list-style-type: none">8 Information complaints received by the Ombudsman (low for a 6mth period)15 official information complaints were closed by the Ombudsman and we had no deficiencies. <p><i>NOTE: In addition, ELT recently approved the development design of a new framework to support legislative compliance. This system will include a register of key legislation and identify key personnel with accountability for legislative compliance. It will also provide a different level of transparency across the organisation. The new framework is about to be tested with a select group of potential users, before returning to ELT for adoption and approval of an implementation plan.</i></p>												

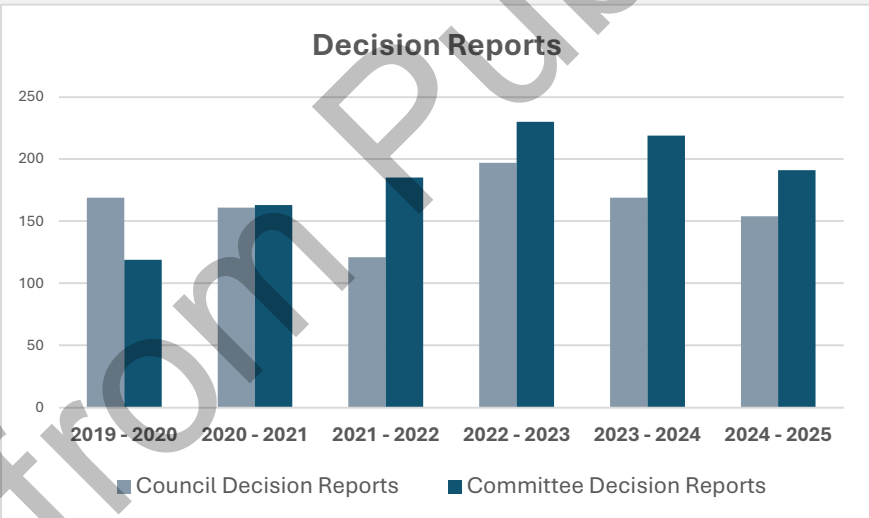
Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details																																													
	Ensure open and transparent communication with the community	100% compliance with open v PX criteria.	✓	<p>PX/Open - No adverse findings made in the last financial year in relation to reports being taken in the public excluded part of a meeting.</p> <p>100% Council and Committee meetings are held with full statutory compliance with Local Government Official Information and Meetings Act 1987 (265 out of 265 checks). (100% compliance - target 98%).</p> <p>100% of all website links audits were statutorily compliant.</p> <p>Increased transparency in decision-making with 97% of eligible meetings livestreamed (97% livestreamed – target 90%).</p> <p>5.9% (117 out of 1953 eligible) reports were PX - - target a maximum of 6.5% of reports considered in PX.</p> <p>88% - target 85% (345 out of 369) eligible reports were reviewed.</p> <p>Provision of LGOIMA met target (99.7% compliance - target 99%). The average completion days was 9.3 days.</p> <p>There has been a significant increase in the number of LGOIMA request and at the same time a decrease in the average completion time</p> <table><tr><th>LGOIMA</th><th>FY 21/22</th><th>FY 22/23</th><th>FY 23/24</th><th>FY 24/25</th></tr><tr><td>Number of Requests Received</td><td>944</td><td>1016</td><td>1243</td><td>1691</td></tr><tr><td>% increase/decrease</td><td></td><td>+7.6%</td><td>+22%</td><td>+36%</td></tr><tr><td>Average Completion Days</td><td>22.7</td><td>13.3</td><td>12.4</td><td>9.3</td></tr><tr><td>% difference in completion to previous FY</td><td></td><td>-41%</td><td>-6.8%</td><td>-25%</td></tr></table> <div><div><p>Number of Requests Received</p><table><tr><th>Fiscal Year</th><th>Number of Requests Received</th></tr><tr><td>FY 21/22</td><td>944</td></tr><tr><td>FY 22/23</td><td>1016</td></tr><tr><td>FY 23/24</td><td>1243</td></tr><tr><td>FY 24/25</td><td>1691</td></tr></table></div><div><p>Average Completion Days</p><table><tr><th>Fiscal Year</th><th>Average Completion Days</th></tr><tr><td>FY 21/22</td><td>22.7</td></tr><tr><td>FY 22/23</td><td>13.3</td></tr><tr><td>FY 23/24</td><td>12.4</td></tr><tr><td>FY 24/25</td><td>9.3</td></tr></table></div></div>	LGOIMA	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Number of Requests Received	944	1016	1243	1691	% increase/decrease		+7.6%	+22%	+36%	Average Completion Days	22.7	13.3	12.4	9.3	% difference in completion to previous FY		-41%	-6.8%	-25%	Fiscal Year	Number of Requests Received	FY 21/22	944	FY 22/23	1016	FY 23/24	1243	FY 24/25	1691	Fiscal Year	Average Completion Days	FY 21/22	22.7	FY 22/23	13.3	FY 23/24	12.4	FY 24/25	9.3
		LGOIMA	FY 21/22	FY 22/23	FY 23/24	FY 24/25																																											
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Increase in residents’ perception that the Council is open and transparent.	✓	Survey results 30% (compared to 21% in 2024) .																																															

Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details
	Delivery of Annual Plan 2025/26	<p>Draft Annual Plan developed in accordance with Council direction on the process (27/09/24) and framework, direction and specific content 10/12/24).</p> <p>Audit and Risk Management Committee recommends adoption of draft AP.</p> <p>Draft Annual Plan adopted for consultation.</p> <p>Annual Plan 25/26 adopted within statutory timeframe.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Annual Plan developed in accordance with direction provided in AP workshops:</p> <ul style="list-style-type: none"> – 27th August 2024 – Clear guidance from the Council that a ‘light touch’ AP was required, not an amended LTP – 24th September 2024 - Council information session/briefing re-confirmed ‘light touch’ – 15th, 22nd, 29th October 2024 – November – mid-December 2024 – weekly briefings – 10th December 2024 – confirm guidance to enable development of draft AP – 10 February 2025 recommendations of the Council’s Audit and Risk Management Committee – 12th February 2025 – adoption of the draft AP and Consultation Document – 19th, 22nd, 26th May 2025 to seek guidance/direction on final AP. – 13th June ARMC confirmed that an appropriate process had been followed for the final Annual Plan – Annual Plan 2025/26 adopted 26 Jun 2025. <p>The amendment process used for the draft Annual Plan was communicated to Councillors on 19, 22, and 26 May, with a request for all proposed amendments to be submitted by 27 May to allow time for advice to be prepared ahead of the adoption meeting. No concerns were raised. All Councillor Q&As were addressed, and all requested actions were completed prior to the final Annual Plan meeting. However, concerns regarding the amendment process were raised during the adoption meeting.</p> <p><i>NOTE - It is recommended that the amendment process be reviewed to address the concerns raised at the adoption meeting and to ensure greater clarity, transparency, and engagement in future planning cycles.</i></p>
	Delivery of Annual Report 2024/25	<p>Annual Report adopted within statutory timeframe.</p> <p>Audit and Risk Management Committee satisfied that proper process followed.</p> <p>The Council received an unqualified opinion on the Annual Report from Audit NZ.</p>	<p>↑</p>	<p>The Council is required to adopt its annual reports within four months of the end of the financial year. For a financial year ending June 30th, this means the deadline is October 31st.</p> <p>Milestones met to date.</p>
	Election process maximises voter participation and maintains the integrity of the electoral system	<p>Full compliance with legislative requirements, ensuring no violations occur.</p> <p>Protocols produced to ensure elected members and staff are aware of requirements during the pre-election period.</p> <p>Pre-election report produced in accordance with clause 36 of Schedule 10 of LGA 2002.</p> <p>Candidate Information booklet published.</p> <p>Increased participation in the 2025 elections.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>↑</p>	<p>Protocols provided to staff and posted on website included in staff weekly update.</p> <p>Protocols provide to current Elected Members.</p> <p>Candidates’ workshop with Electoral Officer.</p> <p>Elected members’ workshop with Electoral Officer.</p> <p>Pre-election report published.</p> <p>Candidate Information booklet published.</p> <p>Stand Enrol Vote Campaign implemented.</p>

Result Area	Objectives & Key Results (OKRs)	Key Performance Indicators & Targets (KPIs)	Result	Details
		<p>A comprehensive induction programme for new elected members is developed, ensuring they are well-prepared to fulfil their roles and responsibilities effectively.</p> <p>Election document prepared for the Council.</p>	<p>↑</p> <p>↑</p>	<p>Induction programme under development.</p> <p>Workshop held with current Mayor and Councillors to seek feedback.</p> <p>Preparation underway to be completed post-election.</p>
	Local Water Done Well - lead organisation through LWDW, with minimal disruption and high levels of staff engagement	Local Water Done Well programme meets all statutory timeframes and requirements.	✓	<p>7 March to 6 April 2025 Community Consultation on model/approach.</p> <p>7 May 2025 the Council confirm in house model.</p> <p>Water Services Delivery Plan to the Department of Internal Affairs by September 2025.</p>
	Ensure the Council maintains IANZ accreditation	<p>IANZ accreditation confirmed.</p> <p>IANZ corrective actions completed within agreed timeframe.</p>	✓	<p>Routine accreditation assessment of the Council as a Building Consent Authority (BCA) took place on-site across two four-day assessment weeks in March 2025.</p> <p>The assessment identified that the BCA have sustained substantial compliance with the requirements for accreditation. At the end of the assessment process it was determined that the Council continued to pose a Low Risk and reassessment be in March 2027.</p> <p>5191 Building Consents processed between 1 July 2023 to 30 June 2024 = 5191. For the same period Public Advice responded to: Walk ins – 3393, Calls – 3528 and Emails – 6805.</p>

Appendix – For Information (Outside Scope of Performance Plan)

The following information is provided for context only and falls outside the scope of the formal performance plan. It reflects staff's commitment to delivering timely and accurate information and advice to the Council, supporting elected members in effectively fulfilling their governance responsibilities.

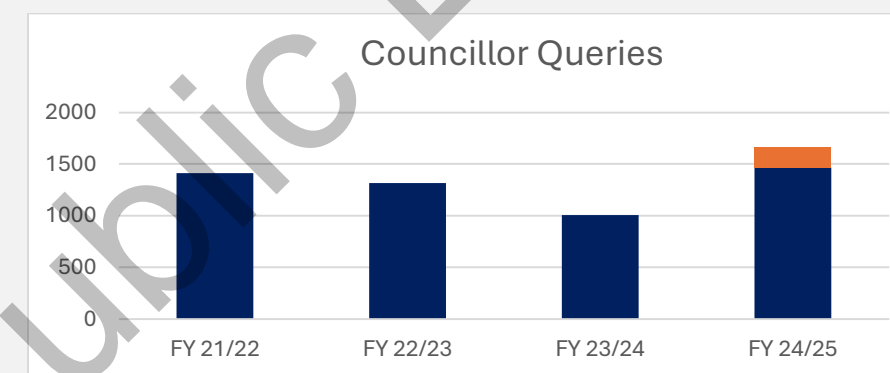
Governance Advice	Timely, well-informed, and actionable advice to the Council to support effective decision-making	↑ <table><thead><tr><th>Year</th><th>Council Decision Reports</th><th>Committee Decision Reports</th><th>Community Board Decision Reports</th></tr></thead><tbody><tr><td>2019 - 2020</td><td>169</td><td>119</td><td>366</td></tr><tr><td>2020 - 2021</td><td>161</td><td>163</td><td>446</td></tr><tr><td>2021 - 2022</td><td>121</td><td>185</td><td>349</td></tr><tr><td>2022 - 2023</td><td>197</td><td>230</td><td>372</td></tr><tr><td>2023 - 2024</td><td>169</td><td>219</td><td>387</td></tr><tr><td>2024 - 2025</td><td>154</td><td>191</td><td>350</td></tr></tbody></table> <div><p>Decision Reports</p><table><thead><tr><th>Year</th><th>Council Decision Reports</th><th>Committee Decision Reports</th></tr></thead><tbody><tr><td>2019 - 2020</td><td>169</td><td>119</td></tr><tr><td>2020 - 2021</td><td>161</td><td>163</td></tr><tr><td>2021 - 2022</td><td>121</td><td>185</td></tr><tr><td>2022 - 2023</td><td>197</td><td>230</td></tr><tr><td>2023 - 2024</td><td>169</td><td>219</td></tr><tr><td>2024 - 2025</td><td>154</td><td>191</td></tr></tbody></table></div>	Year	Council Decision Reports	Committee Decision Reports	Community Board Decision Reports	2019 - 2020	169	119	366	2020 - 2021	161	163	446	2021 - 2022	121	185	349	2022 - 2023	197	230	372	2023 - 2024	169	219	387	2024 - 2025	154	191	350	Year	Council Decision Reports	Committee Decision Reports	2019 - 2020	169	119	2020 - 2021	161	163	2021 - 2022	121	185	2022 - 2023	197	230	2023 - 2024	169	219	2024 - 2025	154	191
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Structured information about the proposed forward work programme for reports to the Council	↑ <p>Work programme developed and published on Big Tin Can December 2024.</p> <p>This is the first time that this has been provided to the Council.</p>																																																		
Advice regarding the organisation’s service performance, enabling the Council to assess delivery	↑ <p>Since 2024 each service unit has reported to the Council. There have been 36 service reports to the Council since 2024.</p> <p>(Note = Three Waters Unit had consistently reported since December 2022. Some other units had reported to the former Sustainability and Community Resilience Committee on an adhoc basis approx. 3/year ~ total 9 reports. This Committee ceased in 2022).</p> <p>The monthly performance reports continue to be presented to F&P committee: Capital Programme, Organisational Performance, Finance Performance.</p>																																																		

Councillors and Community Boards can review and analyse the capital programme across financial years, geographic wards and activities		<p>Since 2024, Councillors and Community Boards have had access to an online interactive tool that enables them to review and analyse the capital programme across financial years, geographic wards, and activity groups. The tool offers clear visibility into funding adjustments and project scheduling changes, including shifts between financial years.</p> <p>Following its successful implementation, the tool has also been made available to the public—enhancing transparency and fostering greater community engagement in the capital planning process. This is the first time such detailed information has been available to elected members and the public.</p>																																
Relevant and insightful information in formats that are easy to access and act upon	↑	<p>Weekly digest for Mayor and Councillors has been in place for last 16 months.</p> <p>End of day round up also sent to Mayor and Councillors each weekday for last 16 months.</p>																																
Ensure the Council is consistently informed of key strategic issues impacting the organisation’s direction, performance, and risk profile	↑	<p>A Strategic Issues Register has been developed and implemented as a proactive initiative to strengthen governance awareness of emerging and ongoing strategic issues and opportunities.</p> <p>This represents the first time such a mechanism has been introduced, reflecting a commitment to enhancing transparency, awareness, and informed decision-making.</p>																																
Resolution tracker provided to the Council that clearly communicates outstanding resolutions	↑	<p>Resolution trackers added to the Council Agendas in 2025.</p> <p>This had not been in place since 2015 (when it was attached to the Council and Community, Housing and Economic Development (CHED) Committee agendas. Since 2015 the Council Resolution/Action reporting were published monthly to Big Tin Can Hub since late 2017.</p> <p>919 new meeting actions generated from meetings in F25.</p> <p>1,619 actions were closed during the year.</p> <p>Significantly more actions are closed within timeframe, demonstrating stronger follow-through on governance tasks. However, 24% of these closed later than scheduled this needs attention to identify if timeframe was initially incorrectly estimated or these need greater focus.</p> <div><p>Meeting Actions 2018 - 2025 (By Financial Year)</p><table><thead><tr><th>Financial Year</th><th>New Actions</th><th>Closed Actions</th><th>Closed Late</th></tr></thead><tbody><tr><td>2018-2019</td><td>2179</td><td>2153</td><td>561</td></tr><tr><td>2019-2020</td><td>1580</td><td>2070</td><td>550</td></tr><tr><td>2020-2021</td><td>2179</td><td>1780</td><td>422</td></tr><tr><td>2021-2022</td><td>1750</td><td>1874</td><td>439</td></tr><tr><td>2022-2023</td><td>1382</td><td>1558</td><td>400</td></tr><tr><td>2023-2024</td><td>1411</td><td>1590</td><td>448</td></tr><tr><td>2024-2025</td><td>1177</td><td>1619</td><td>387</td></tr></tbody></table></div> <p>The reduction in meeting actions reflects two key improvements:</p> <ul style="list-style-type: none">a) Reports are now more complete and decision-ready, resulting in fewer follow-up questions or actions; andb) Certain action, such as queries from individual members, are now being redirected through the OMCE process for quick resolution.	Financial Year	New Actions	Closed Actions	Closed Late	2018-2019	2179	2153	561	2019-2020	1580	2070	550	2020-2021	2179	1780	422	2021-2022	1750	1874	439	2022-2023	1382	1558	400	2023-2024	1411	1590	448	2024-2025	1177	1619	387
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Council inquiries and requests for additional information are addressed promptly, accurately, and professionally	↑	<p>There has been an increase in the information and advice provided to Councillors by the organisation. Noting that the drop in 2024 reflects a change in process, where large volumes of requests were moved to the Community Governance teams.</p> <p>Some of the increase in requests in the last 2-16 months can be attributed to changes to how requests are recorded, with some requests made at meetings not being record and tracked in the OMCE system.</p>																																

FY24 and FY25 stats are just for the city and the Council queries as Councillors' requests for Board information is excluded as this is processed at a Board level. For the FY25 an additional 196 Councillor information requests were managed at the Board.

Even though numbers have increased to their highest ever, requests are being closed 25% faster. This reflects staff's strong commitment to providing Councillors with timely and accurate advice.

QUERIES & REQUESTS RESPONDED TO	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Number of Requests Received	1412	1315	1007	1465
% increase/decrease		-25%	-23%	+45%
Average Completion Days	13.7	36.2	20.8	9.7
% difference in completion time since previous FY		+164%	-43%	-53%



Council meetings are strategically impactful, prioritising quality of discussion and decision-making over frequency



The Council has fewer committees (including full Council committees) - 112 Council and Committee meetings this triennial compared to 137 in the last triennial.

On 24 February 2024, staff presented a Committee Structure Review report to the Council. The report included analysis of the former committees and working groups, highlighting the following:

- Of the 173 meetings held by the now-discontinued committees and working groups (from the previous term), 57 meetings (33%) had only one report on the agenda.
- Agendas for other discontinued committees were largely filled with information-sharing and administrative reports, for example, 62% for the Urban Development and Transport Committee, and 96% for the Multicultural Committee. Less than 50% of reports submitted to the Sustainability and Community Resilience Committee were decision focused.

All-of -Council (Committee of the Whole) Meetings	From Oct19	2020	2021	Sep22	From Oct22	2023	2024	Sep25
Council (Includes extraordinary meetings in 2020/21 due to COVID19)	5	24 (6)	20 (6)	16 (1)	5	25	25	20
Council – AP/LTP Note: not hearings	0	2	2	2	0	2	3	2
Finance & Performance	1	9	11	5	1	11	12	8
Sub Total	6	35	33	23	6	38	40	30
Sustainability & Community Resilience	1	6	9	3				
3Waters Infrastructure & Environment	1	6	8	4				
Urban Development & Transport	1	7	7	3				
Total	9	54	57	17	6	38	40	30

	Workshops and briefings are effectively organised and facilitated to deliver relevant insights, foster informed discussion, and enable exploration of strategic options	↑	The number of workshops have fluctuated. The number of workshops dropped between mid 2020 and 2022. The number of workshops has increased since 2023.																																	
			Since 2024 more Council workshops are open (in response to “Open for business: A report on the Chief Ombudsman’s investigation into local council meetings and workshops”). These meetings have gone from less than 10% held in public before the change, to over 80%.																																	
			<table><tr><th>Year</th><th>Workshops</th></tr><tr><td>July 2018 – June 2019</td><td>140</td></tr><tr><td>July 2019 – June 2020</td><td>135</td></tr><tr><td>July 2020 – June 2021</td><td>152</td></tr><tr><td>July 2021 – June 2022</td><td>141</td></tr><tr><td>July 2022 – June 2023</td><td>132</td></tr><tr><td>July 2023 – June 2024</td><td>139</td></tr><tr><td>July 2024 – June 2025</td><td>147</td></tr></table>	Year	Workshops	July 2018 – June 2019	140	July 2019 – June 2020	135	July 2020 – June 2021	152	July 2021 – June 2022	141	July 2022 – June 2023	132	July 2023 – June 2024	139	July 2024 – June 2025	147	<div>Workshops and Briefings</div> <table><tr><th>Period</th><th>Count</th></tr><tr><td>July 2018 – June 2019</td><td>140</td></tr><tr><td>July 2019 – June 2020</td><td>135</td></tr><tr><td>July 2020 – June 2021</td><td>152</td></tr><tr><td>July 2021 – June 2022</td><td>141</td></tr><tr><td>July 2022 – June 2023</td><td>132</td></tr><tr><td>July 2023 – June 2024</td><td>139</td></tr><tr><td>July 2024 – June 2025</td><td>147</td></tr></table>	Period	Count	July 2018 – June 2019	140	July 2019 – June 2020	135	July 2020 – June 2021	152	July 2021 – June 2022	141	July 2022 – June 2023	132	July 2023 – June 2024	139	July 2024 – June 2025	147
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