

**OIR: 2324/873**

25 March 2025

[REDACTED]  
[REDACTED]

Tēnā koe [REDACTED]

**Request for Information under the Local Government Official Information and Meetings Act 1987 (the Act) (the LGOIMA)**

We wrote to you on 24 April 2024 in response to your request for a copy of the Chief Executive's KPI's that were considered as part of a pay rise he received in 2024.

As you may recall, your request for information was declined on the basis that withholding it was necessary to protect the privacy of natural persons.

[REDACTED]  
[REDACTED]

In reviewing the information again, we have reconsidered the basis for refusal and no longer consider that it applies. Please find attached the KPIs for the 2022 – 2023 as well as the KPIs for the 2023 – 2024 year which were considered by the Chief Executive Performance and Employment Committee at its December 2023 meeting.

Ngā mihi,



**Sarah Wattie**  
General Counsel  
Te Kaitohutohu Ture Whānui

*Please note that any information provided in response to your request may be published on the Council website, with your personal details removed.*

## Key Performance Indicators - 2022 - 2023

### Enabling Services

#### Organisation

An appropriate orientation programme for the new Elected Members is delivered.

The Annual Plan 2023/24 ensures that KCDC operations delivers to expected levels and budget, with costs managed through effective use of better off funding.

Organisational culture, measured by the Gallup Engagement Survey, is maintained or improved by June 2023 (compared to February 2023).

The Council is satisfied with the approach for establishing its Top-10 strategic priorities.

The risk and audit committee note satisfaction with management of strategic risks.

### Future District Outcome Services

#### Strategy and Planning

The Council is satisfied with the approach for landing the future direction for Kapiti District, including revised outcomes and Council top-10 priorities. This work informs early engagement on priorities for the LTP 2024-34.

The LTP 2024-34 responds to the cost of living crisis balancing investment decisions to minimise rates impacts; enable service delivery; and ensure other legislative requirements are met.

Amendments to the District Plan are satisfactorily progressed to meet statutory process and timeframes; ensuring that good community engagement occurs.

Key strategies are delivered, in line with Council's annual priorities.

By June 2023, a climate strategy is landed to set direction, establish an emissions reduction target and shape implementation actions.

We meet milestones set for engagement in central government reforms.

### Connected and Strategic Partners

Mana whenua indicate satisfaction with KCDC engagement, and involvement in shaping activity for the future of Kapiti.

Council is satisfied with engagement with key stakeholders identified as critical for achieving Council strategic priorities.

Businesses indicate they are supported by the activity of the Council.

The community indicates good trust and confidence, and improved satisfaction in involvement of Council decision-making.

### **Delivery Services**

#### **Significant infrastrucutre and deliver projects**

Reasonable progress, per the LTP 2021-41, on significant infrastructure projects is achieved.

Council is satisfied with reporting and re-prioritisation of significant projects, including infrastructure.

Council are satisfied that they know the impacts of capital and significant projects on KCDCs operating forecast.

Council are satisfied with advice and decisions related to the existing Te Uruhi project. Council are also satisfied with advice on the way forward for Te Uruhi.

Council are satisfied with information on property, and options for future precincts.

KCDC progresses a customer-centric regulatory and developer facilitation process.

### **Service Delivery Levels**

At least 75% of Long-term Plan 2021-41 indicators are within +/- 5% of target (taking into account any impacts outside of Council control). At the sametime we saw 10% - 12% increases across Q3 & Q4 in the residents' opinion survey results.

Work is progressed to establish an affordable housing entity to provide affordable housing for Kapiti residents.

Work is progressed to implement the Economic Development strategy, and accompanying action plans.

Tourism and business confidence is maintained (taking into account any impacts outside of Council control).

## Yearly measures across Chief Executive tenure: July 2023 – June 2024

<div> <div>Enabling services</div> <div>Future district outcome services</div> <div>Delivery services</div> </div>				
Organisation	Strategy and planning	Connected and strategic partners	Significant infrastructure and delivery projects	Service delivery levels
<p>Kapiti Coast District Council (KCDC) is a high performing organisation operating efficiently and effectively to support its governance body and fulfil its district leadership role ...</p>	<p>Plans, policies and strategic initiatives are progressed to help develop a vision for the Kapiti Coast that supports 'good' growth, response to climate change, and maintaining the unique characteristics that make Kapiti a great place to live, play and work ...</p>	<p>KCDC brings to life its role as a leader within the District, and broader region, and actively works with mana whenua, central government, local authority partners, and other key bodies to deliver on shared strategic outcomes ....</p>	<p>KCDC has effective programme controls in place to progress and complete significant projects and programmes ....</p>	<p>KCDC services are delivered in line with agreed service levels, as required by statute, and as outlined in the Annual Plan 2023/24, and Long-term Plan 2021-41 ...</p>
<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>The Chief Executive, senior leadership team, and Councillors work with a 'one team' ethos, establishing a culture and relationship that is based on high trust, mutual respect, and a good understanding of roles.</li> <li>Structures and systems are in place to facilitate a constructive and productive relationship between staff and elected members.</li> <li>KCDC aspires to be a high performing organisation that is agile to external drivers, and developing a forward view and plans that will ensure it is 'fit for purpose' into the future.</li> <li>KCDC operates within its budget set by the Long-term plan 2021-41, managing through economic constraints through prioritisation and effective financial management.</li> <li>Council's top-10 strategic risks are managed effectively.</li> <li>KCDC introduces a values-based engagement and decision making approach.</li> </ul>	<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>Developing our strategic direction for Vision Kapiti to 2060 and beyond' is initiated and finalised by June 2024, on the basis of co-design between Council and elected members, iwi, and the community.</li> <li>The 2024-34 LTP development process is adopted by June 2024, leveraging off early direction set by the 'developing our strategic direction' engagement.</li> <li>Opportunities to manage 'good' growth are used to deliver on existing Long-term plan commitments.</li> <li>Operational strategies including growth, open space, housing and economic development (note: to be revised) are reviewed as part of the 'developing our strategic direction' to ensure alignment with community and Council priorities.</li> <li>Council is enabled to participate in key reform submission and transition processes.</li> </ul>	<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>Give effect to the Council's partnership with Mana whenua.</li> <li>Confirm, establish, and maintain effective relationships with key stakeholders, in support of Council strategic priorities and relationships.</li> <li>Effectively engage with community stakeholders to support Council decision making.</li> <li>By June 2023, start the new outcomes and performance monitoring framework to more comprehensively report against strategies and progress.</li> </ul>	<p><b>Key performance indicators</b></p> <ul style="list-style-type: none"> <li>Progress is made on significant infrastructure projects. Where prioritisation is required, projects with the highest community value progress.</li> <li>Councillors have appropriate oversight and input into prioritisation of significant projects.</li> <li>Councillors are made aware of the operating impacts of Capital programme decisions, so that impacts to future rates are understood.</li> </ul>	<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>KCDC deliver and operate successfully within budgetary constraints, to agreed levels of service as set out in the Long-term Plan 2021-41.</li> <li>KCDC priorities effort to the annual priorities set by Councillors, as the Annual Plan 2024 is developed.</li> <li>Council meets statutory deadlines and regulatory requirements on all bylaws, policies and plans.</li> </ul>
<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>The Annual Plan 2023/24 ensures that KCDC operations delivers to expected levels and budget, with costs managed through effective use of better off funding.</li> <li>Organisational culture, measured by the Gallup Engagement Survey, is maintained or improved by June 2024 (compared to June 2023).</li> <li>The Council is satisfied with the approach for Aligning its Top-10 strategic Priorities With workstreams.</li> <li>The risk and audit committee note satisfaction with management of strategic risks.</li> </ul>	<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>The Council is satisfied with the approach for aligning workstreams for the future direction for Kapiti District, including revised outcomes and Council top-10 priorities. This work has informed the LTP 2024-34.</li> <li>The LTP 2024-34 responds to the <i>cost of living crisis</i> balancing investment decisions to minimise rates impacts; enable service delivery; and ensure other legislative requirements are met.</li> <li>Amendments to the District Plan are satisfactorily progressed to meet statutory process and timeframes; ensuring that good community engagement occurs.</li> <li>Key strategies are delivered, in line with Council's annual priorities.</li> <li>By June 2024, a climate strategy is landed to set direction, establish an emissions reduction target and shape implementation actions.</li> <li>We meet milestones set for engagement in central government reforms.</li> </ul>	<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>Mana whenua indicate satisfaction with KCDC engagement, and involvement in shaping activity for the future of Kapiti as gauged by a survey to iww partners.</li> <li>Council is satisfied with engagement with key stakeholders* identified as critical for achieving Council strategic priorities.</li> <li>Businesses indicate they are supported by the activity of the Council.</li> <li>The community indicates good trust and confidence, and improved satisfaction in involvement of Council decision-making.</li> </ul> <p><i>* Stakeholders are defined as: Greater Wellington, WellingtonNZ, business, central government, health sector, neighbouring councils, Wellington Regional Leadership Committee, Police, emergency Services, advisory groups and developers.</i></p>	<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>Reasonable progress, per the LTP 2021-41, on significant infrastructure projects is achieved.</li> <li>Council is satisfied with reporting and re-prioritisation of significant projects, including infrastructure.</li> <li>Council are satisfied that they know the impacts of capital and significant projects on KCDCs operating forecast.</li> <li>KCDC progresses a customer-centric regulatory and developer facilitation process.</li> </ul>	<p><b>Measures of success:</b></p> <ul style="list-style-type: none"> <li>At least 75% of Long-term Plan 2021-41 indicators are within +/- 5% of target (taking into account any impacts outside of Council control).</li> <li>An affordable housing entity is established by the end of June 2024.</li> <li>Work is progressed to implement the Economic Development strategy, and accompanying action plans.</li> <li>Tourism and business confidence is maintained (taking into account any impacts outside of Council control).</li> </ul>