

## Chief Executive's Performance Objectives for 2025-2026 to deliver on organisational priorities

**Pou/Strategic Pillars - Focus area one Pou Tāhū: Building a stronger city and thriving economy (includes delivery of annual plans/LTP; major capex projects; investment programmes, investment in new technologies, improvements to service)**

Performance objectives	Deliverables	2025/26 Targets (measure or deliverable)	YTD Actuals (behind/on track/completed) (green on track/target met; amber within range; red target missed)
1. Delivery of Annual Plan 2025-26 and year two of the LTP 2024-2034	1a) AP and LTP key initiatives progressed and delivered as per plans	1a)(i) Council commitments substantially delivered as per the Annual Plan 2025/26 and year two of the LTP (FY KPI).	
		1a)(ii) 10% improvement on capex spend as at 30 June 2025 (KPI confirmed, monetary value to be confirmed once out-turn known) (Q4).	
	1b) Driving delivery of the Hutt City Council part of Te Wai Takamori o Te Awa Kairangi (RiverLink)	1b)(i) Work with partners to progress delivery of the RiverLink Programme (FY KPI).	
		1b)(ii) Progress design and award construction contract for City Link Bridge to enable the contractor to commence 2026/27 (FY KPI).	
		1(b)(iii) Develop and finalise city centre framework to maximise opportunities for revitalisation and investment (FY KPI).	
	1c) Sound financial management	1c)(i) Financial results at year-end are within total budgets (Q4).	
		1c)(ii) LTP opex savings of \$500k achieved as per budget commitment together with a continual focus on efficiency and savings as a matter of continuous improvement across areas of Council’s business (FY KPI).	
	1d) Delivery of Local Water Done Well	1d)(i) Regional work continues on the Water Services Delivery Plan (WSDP) by the Chief Executive and Council (August), submitted to DIA in September 2025 (Q2).	
		1d)(ii) Support the implementation of the WSDP in line with regional team plans to achieve Day 1 deliverables agreed (1 July 2026) which includes a range of deliverables across asset transfers, billing and revenue transfer arrangements, debt transfer mechanics and treasury strategy, customer services arrangements, staffing impacts etc.	
	1e) Leadership in climate action	1e) Implement and report on actions as per climate change plans (internal and external), including any amendments to the plans (FY KPI).	
	1f) Progress a City Strategy	1f)(i) Take an active part in the City Leadership Group contributing and providing feedback as the City Strategy is developed (Q1).	
		1f)(ii) Induct new Mayor into City Leadership Group to enable progress of the City Strategy (Q2).	
1f)(iii) Deliver draft City Strategy for new Council’s consideration, alongside other organisations in the city (Q2).			
2. Support new council	2a) Work with new council on priorities and plans	2a)(i) Support effective governance through timely and high quality advice including supporting a review of their governance arrangements (FY KPI).	
		2a)(ii) Work with new Mayor and Council to establish their priorities and ways of working leading to a new targeted operating model (Q2/Q3).	
		2a)(iii) Support elected members to review strategic priorities and financial strategy during the preparation of LTP amendment and Annual Plan 2026/27 and in the context of water services transferring to a new regional CCO (Q2/Q3/Q4).	
3. Provide leadership and collaborate on key regional priorities	3a) Emergency management regional focus	3a)(i) Lead emergency management response for Lower Hutt as required (FY KPI).	
		3a)(ii) Work regionally with Chief Executives on emergency management response and co-ordination including alignment with new legislation (FY KPI).	

	3b) Partnership with housing providers Urban Plus Ltd/ Kāinga Ora / Ministry of Housing and Urban Development/Mana Whenua/National Infrastructure Funding & Financing	3b)(i) Continue current and new projects with existing and new partners that build and/or enable more warm, dry and affordable homes in Lower Hutt including engagement with MHUD, Mana Whenua and the development community (FY KPI).	
		3b)(ii) Undertake design activities associated with the delivery of stormwater and wastewater infrastructure re Infrastructure Acceleration Fund to enable 3,250 new homes to be built by 2032 (IAF) (FY KPI).	
	3c) Leadership and planning for delivery of the Government's priorities	3c)(i) Active leadership role in local government and central government priorities including supporting the sector as Taituarā President and supporting LGNZ (FY KPI).	
		3c)(ii) Give effect to the Government Policy Statement on Transport by delivering a transport programme substantially aligned with the Government's funding priorities and Council's direction specifically CVC (subset of CVL) and P2G (FY KPI).	

**Pou/Strategic Pillars - Focus area two Pou Tuarango - Doing the basics brilliantly - Legislative requirements, BAU initiatives and processes, reporting, budget management, maintenance programmes, achieving non financial KPIs**

Performance objectives	Deliverables	2025/26 Targets (measure or deliverable)	YTD Actuals (behind/on track/completed) (green on track/target met; amber within range; red target missed)
<b>4. Planning framework, rules and processes enable growth and a liveable city</b>	4a) Proposed District Plan progressed towards becoming operative	4a) Proposed District Plan hearings substantially completed (Q4).	
	4b) Drive appropriate and sustainable development	4b)(i) Enable sustainable development through the advancement of the District Plan (FY KPI).	
		4b)(ii) Supporting sustainable development through investment and design for Council and Urban Plus developments (FY KPI).	
<b>5. Excellent relationships with stakeholders</b>	5a) Hutt Valley Chamber of Commerce/businesses/Crown Research Institutes/ Education sector/Lower Hutt Business Community,	5a)(i) Key partnerships, in addition to the HVCC, are strengthened with the business community. This will enable major infrastructure projects (e.g. Riverlink) to support Lower Hutt business and economic prosperity through both development and delivery (FY KPI).	
		5a)(ii) Work with the Hutt Valley Chamber of Commerce to contribute to their 35 by 35 ten-year roadmap (FY KPI).	
	5b) Government and councils nationally, regionally, locally	5b)(i) Continued strategic relationships with councils nationally and regionally (FY KPI).	
		5b)(ii) Continued strategic relationships with government through regular engagement with senior leaders in central government and attending key briefings and events (FY KPI).	
<b>6. Leadership on new technologies and the opportunities they present</b>	6a) Establish Hutt City Council as a leader in AI use to improve productivity and services	6a(i) Agree refreshed AI Strategy and Action Plan to drive AI activity through 2025-2026 (Q1).	
		6a(ii) Confirm ongoing investment and support from strategic partners to deliver AI initiatives and explore new investment opportunities from technology providers (Q1/FY KPI).	
		6a(iii) Lead regional and national conversations around AI use within local government and the wider public sector through workshops, conferences and strategic meetings with key leaders. (FY KPI).	
		6a(iv) Increase staff engagement related to AI as measured through the Waiora Engagement Survey (FY KPI).	
		6a(v) Utilise participation in Bloomberg Mayor's Challenge to progress AI initiative related to emergency management (FY KPI).	
<b>7. 2025 Local Body Triennial Elections</b>	7a) Facilitate and foster representative and substantial elector participation in the 2025 local body elections held under the Local Electoral Act 2001	7a) Prepare for and support an effective local election campaign and promotional activity that results in increased voter participation (Q1 and Q2).	
	7b) Successfully induct new council	7b)(i) 100 days' Induction programme delivered (Q2).	
		7b)(ii) Ongoing governance learning opportunities delivered (FY KPI).	
<b>8. Pre-election report publicly available</b>	8a) Pre-election report published as per statutory timeframe	8a) Pre-election report published by 18 July 2025. The pre-election report to be freely available and the Chief Executive to have time to address candidates and groups who want to understand the pre-election report (Q1/Q2).	

9. Contract management and transport reporting to governance improved	9a) Ensuring high quality meaningful transport reports and advice that support sound governance decisions at Council meetings	9a)(i) Deliver high-quality transport reports to Council that: a) Ensure a system of design principles; b) Brings forward designs measured against principles; c) Ensure accessibility and user-experience are reflected; and d) Outlines options and risks for governors to make sound decisions (FY KPI).	
		9a)(ii) Engagement by transport is transparent, robust and evidence-based (FY KPI).	

Pou/Strategic Pillars - Focus area three Pou Whenua: Our Mana Whenua partners and their priorities are at the core of our policies and practices – processes that ensure engagement is timely, effective and ongoing

Performance objectives	Deliverables	2025/26 Targets (measure or deliverable)	YTD Actuals (behind/on track/completed) (green on track/target met; amber within range; red target missed)
10. Excellent relationships with Mana Whenua	10a) Continued partnership with Mana Whenua to give effect to Te Tiriti o Waitangi	10a)(i) High-quality partnership and engagement with Mana Whenua (FY KPI).	
		10a)(ii) Implement Reo Māori strategy working with partners (FY KPI).	

Pou/Strategic Pillars – Focus area four Pou Tokomanawa: Our environment and culture provides a positive employee experience that enables our people to thrive Investment in leadership, Te Ao Māori investment, supporting one council ways of working, development and learning initiatives

Performance objectives	Deliverables	2025/26 Targets (measure or deliverable)	YTD Actuals (behind/on track/completed) (green on track/target met; amber within range; red target missed)
11. Organisation fit-for-purpose to deliver strategic priorities	11a) New targeted operating model developed, agreed with an implementation plan	11a) Drive organisational sustainability and financial viability through developing new targeted operating model reflecting priorities of the new council; removal of water services; improved business processes; and implementation of Go Digital and AI initiatives (FY KPI).	
12. Strengthen organisational culture and leadership to attract, retain and engage talent	12a) Lead the ongoing development of a positive, safe and high-performing culture that enhances attraction, retention, engagement and leadership capability.	12a)(i) Continue to focus on key areas identified through the Waiora Engagement Surveys, relating to employee satisfaction (FY KPI).	
		12a)(ii)) Invest in leadership capability development in line with Council's Kahikatea Leadership Framework (FY KPI).	
		12a)(iii) Deliver regular H&S reporting for governance to demonstrate the performance of our safety systems (FY KPI).	
13. Focus on improving systems and processes	13a) Te Kōhao (Go Digital) Programme progressed	13a) Design new HRIS / Payroll system and begin implementation by end of Q4.	
	13b) CRM request for service live	13b) CRM Request for service fully implemented by end of Q4.	
	13c) Business case for the Property and Rating system completed	13c) Business case for the transformation of the Property and Rating system completed by Q4.	

Key:	
	Strategic
	Operational