Chief Executive Performance Objectives 2026 – 2027

Delivering on organisational priorities

These performance objectives set out what the Chief Executive is expected to deliver in 2026–27 across six priority areas. They have been developed in the context of a significant regional reform agenda including local government amalgamation discussions, the transition of water services to Tiaki Wai, rates capping legislation, and RMA reform alongside Council's ongoing commitments to financial sustainability, Mana Whenua partnership and organisational improvement.

Each objective is expressed as an outcome aspiration describing what will be different by year end, the specific actions expected of the Chief Executive, and a set of key results with clear timing.

Quarterly performance will be reported to elected members alongside six-monthly reporting to the Chief Executive Performance Review Subcommittee

Objective 1 Leadership in Regional Reform

Amalgamation · Tiaki Wai · Rates capping · RMA reform

Outcome aspiration	What this means for the Chief Executive
Hutt City Council will play a vital and influential leadership role in regional transformation to advance reform priorities such as; amalgamation, water services transition, to ensure financial and service sustainability	The Chief Executive, in partnership and consultation with Mana Whenua, will lead councils through regional local government reform in order to complete the transition of water services to Tiaki Wai, incorporate rates capping into the draft LTP with a clear affordability analysis, and contribute to the Resource Management Act (RMA) reform agenda.

Key results	
KR1	Regional reorganisation actively progressed with participating councils in the region and agreed reform workplan delivered and milestones met. Full year
KR2	Next stage regional reorganisation design engages elected members and senior leaders with strong community engagement. Full year
KR3	Water services fully transitioned to Tiaki Wai, with billing function delivered in accordance with the Partners' Committee, with Council involvement substantially wound down by 30 June 2027. Full year
KR4	Rates capping requirements incorporated into draft LTP 2027–37 with clear affordability analysis and elected member engagement completed. Full year
KR5	Strategic leadership contribution to RMA reform including into the regional spatial plan. Full year

Objective 2 Financial Stewardship & Long-Term Planning

Annual Plan · LTP 2027–37 · Target Operating Model · Opex/Capex savings

Outcome aspiration	What this means for the Chief Executive
Council's financial strategy will be focused on delivering value for money for ratepayers and Lower Hutt ensuring the capital pipeline is high performing	The Chief Executive will deliver the 2026–27 Annual Plan, achieve $500k opex savings, demonstrate improved capital delivery compared with the prior two years, and progress LTP 2027–37 development including Financial Strategy review, KPI reset, and the Target Operating Model which looks for ways to build further continuous improvement systems and processes which deliver value for money and investing to save.

Key results	
KR1	Annual Plan commitments substantially delivered and at least 80% of non-financial performance measures achieved. Full year
KR2	Capital delivery performance materially improved compared with the prior two financial years, with clear evidence of progress (excludes water services). Full year
KR3	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. Full year
KR4	LTP 2027–37 preparation on track: Financial Strategy reviewed, LTP KPIs reset to reflect current programme, and TOM decisions supported with quality advice. Q2 (KPI reset) / Full year

Objective 3 Champion Lower Hutt

Central government · Regional councils · Business community · Chamber of Commerce

Outcome aspiration	What this means for the Chief Executive
Lower Hutt will be a city that is open, aligned and easy to invest in. The Chief Executive will enable the relationships that give business, government and regional partners confidence.	The Chief Executive will actively cultivate relationships with central government, the sector, and contribute to the Hutt Valley Chamber Commerce 35 by 35 roadmap, coordinating business engagement for Te Wai Takamori o Te Awa Kairangi (RiverLink), and delivering events and destination initiatives with strategic partners.

Key results	
KR1	Strong relationships maintained and developed with central government, sector leadership, Minister and officials including attendance and participation at briefings and events as appropriate. Full year
KR2	Meaningful contribution to the Hutt Valley Chamber of Commerce 35 by 35 ten-year roadmap evidenced. Full year
KR3	Priority events and destination initiatives delivered with partners; at least one initiative demonstrates a measurable positive economic or visitation outcome. Full year
KR4	Lower Hutt business and development sector engagement demonstrates increased confidence and certainty in Council's direction. Full year

Objective 4 Active Mana Whenua Partnership

Te Tiriti o Waitangi · Partnership priorities · Leadership engagement

Outcome aspiration	What this means for the Chief Executive
The work of Council and the Chief Executive will evidence a lived commitment to Te Tiriti o Waitangi through genuine partnership with Mana Whenua. This partnership will be characterised by integrity, trust, enduring resilience, and commitment to delivering on shared priorities.	The Chief Executive will engage Mana Whenua early and meaningfully as partners who help shape outcomes together. Continuing to create the conditions for genuine partnership and collaboration by ensuring Mana Whenua are in the conversation when challenges are being discussed not when solutions are being presented.

Key results	
KR1	Mana Whenua and Māori representation woven into key reform activities and plans and active engagement in design. Full year
KR2	All four quarterly hui with Mana Whenua held on schedule and supported with substantive, high-quality advice from Council leadership. Full year
KR3	Agreed Mana Whenua partnership projects and initiatives delivered to agreed scope and timeframe. Full year
KR4	City Link Bridge procurement meets 5% Māori and Pasifika owned business spend target; broader 14.5% local business spend target met. Full year

Objective 5 Operational & Service Excellence

Emergency management · CRM · Procurement · Jobs & Skills Hub · Climate

Outcome aspiration	What this means for the Chief Executive
Council's services will be faster, better-coordinated and increasingly data-driven with systems and people working together so residents experience a Council that is responsive, reliable and easy to deal with.	The Chief Executive will ensure effective emergency management coordination, drive CRM adoption and channel shift, meet procurement targets on the City Link Bridge, deliver Jobs and Skills Hub reporting through RiverLink, and lead Council's decarbonisation and climate resilience programme.

Key results	
KR1	Emergency management response and regional CE coordination effective and demonstrably aligned with new legislation; Lower Hutt response capability maintained. Full year
KR2	CRM consistently used across Council with increased channel shift evidenced; customer service responsiveness and first contact resolution measurably improved. Full year
KR3	Jobs and Skills Hub six-monthly reporting delivered to governance forums; local workforce participation in RiverLink particularly Māori, Pacific and young people documented and growing. Q2/Full year
KR4	Climate commitments delivered: Dowse and Te Ngaengae solar completed, fleet at 97% electric, and greenhouse gas baseline reviewed and reported to Council. Full year

Objective 6 Organisational People, Performance and Capability

Target Operating Model · People & Capability · IS/cyber · AI enablement

Outcome aspiration	What this means for the Chief Executive
Council will be an organisation that people want to work for and can rely on, led with integrity and accountability, grounded in a culture of safety and high performance, and supported by technology and systems that deliver today and innovate for tomorrow.	*The Chief Executive will drive the transformation of how Council operates, establishing the Target Operating Model (TOM), ensuring technology and systems are fit for purpose, and creating the conditions for leaders and teams to perform at their best. This means being visibly accountable for safety, acting on what staff tell us through the Waiora survey, and building an organisation that earns trust from inside and out.*

Key results	
KR1	TOM programme fully established with programme plan, resourcing and scope confirmed (Q1); targeted organisational design activities complete and findings received by CLT (Q2). Q1 / Q2
KR2	IS review complete (Q1), and findings implemented (Q3), cyber risk maturity and AI readiness in place, IS investment pipeline assessed with lessons learned agreed. Full year
KR3	Sustained and measurable improvement in health, safety and wellbeing performance, with visible CE leadership accountability and effective management of critical risks evidenced. Full year
KR4	Waiora Engagement Survey action plan implemented; cross-Council collaboration and leadership capability reported on in the quarterly performance report. Full year