2026/27 - Chief Executive - Performance Measures

Focus Area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5
Governance & Leadership	**Strategy & Planning**	**Community & Stakeholder Partnerships**	**Project Delivery**	**Financial Performance and Service Delivery**
Council is a high performing organisation operating efficiently and effectively and supports the governance arm to fulfil its statutory obligations and leadership role.	***Council's plans, policies, and strategies provide clear direction; align with community priorities and drive organisational performance, ensuring accountability, sustainability, and meaningful outcomes for our community.***	***Council provides strong, visible leadership and actively partners with iwi, central government, neighbouring local authorities, community boards and committees, and key stakeholders to deliver initiatives that help achieve the best long-term outcomes for our community.***	***Significant projects and programmes are delivered on time, within budget, and to agreed quality standards, in alignment with Council's Long Term Plan and Annual Plan commitments.***	***Capital and operational budgets are managed responsibly, with expenditure aligned to Council's Long Term and Annual Plans, ensuring financial sustainability, and value for money.***
Goals • Maintain strong, constructive relationships between governance and management, founded on high trust, mutual respect and open communication, with early and transparent notification of significant emerging risks, incidents and issues that may impact Council, the community or Council's reputation, enabling effective governance and informed decision-making. • Provide clear, evidence-based, and timely advice to elected members, ensuring information is relevant, accessible, and supports well-informed decision-making. • Council is a good employer with engaged staff and a positive culture.	**Goals** • Council has a clear strategic framework that underpins Council decision-making and inform long term and annual plans. • The organisation takes a proactive and strategic approach to responding to sector reform (e.g amalgamations), including, but not limited to, exploring shared service opportunities. • Strengthen the CE's strategic leadership by maintaining a clear focus on the organisation's priorities, anticipating emerging risks and opportunities, and ensuring operational matters are appropriately delegated through ELT.	**Goals** • Establish and maintain effective relationships with key stakeholders. • Demonstrate effective leadership and oversight of Council's responsibilities for emergency management, ensuring the organisation and community are well-prepared for, are able to respond to and recover from, emergencies.	**Goals** • Ensure significant projects are effectively governed and managed, with progress, expenditure, milestones and key risks regularly monitored and reported against Council's Long Term Plan and Annual Plan commitments. • Ensure emerging project risks, delays, cost pressures or changes in scope are identified early, appropriately managed and escalated to Council where required, with clear options and recommendations to support timely decision-making.	**Goals** • Services are delivered within fiscal constraints to agreed levels of service set out in the Long Term Plan and Annual Plans, with performance monitored through financial variance reporting and statement of service provision measures. • The planned annual capital expenditure programme is implemented.
2026/27 Annual Objectives • Ensure the strong health and safety culture remains embedded across the organisation, and management understands its role as a PCBU. • Undertake an annual Elected Member survey by December 2026 to assess satisfaction with the quality and timeliness of advice, CE accessibility,	**2026/27 Annual Objectives** • The 2027–37 Long Term Plan is developed and adopted within statutory timeframes, a clean audit opinion, and within the context of wider sector reform. • Lead and maintain active oversight of Central Districts Water transition including identifying implications for the organisation, staff and community.	**2026/27 Annual Objectives** • Ensure regular and meaningful engagement continues with iwi. • Provide executive oversight of implementation of the agreed recommendations from the independent CDEM review, including a comprehensive training and exercise programme, strengthened organisational capability and resilience, and clear	**2026/27 Annual Objectives** • Progress the Taihape Town Hall and Community Hub project in accordance with agreed scope, budget and programme, with progress against key milestones reported monthly. • Provide effective oversight of the EOC and pool projects, ensuring progress, expenditure, risks and	**2026/27 Annual Objectives** • Comprehensive financial reports are provided to Council on a regular basis (minimum quarterly), highlighting variances, trends and emerging risks. • Instigate operational / information sessions with Elected Members and ELT following Council meetings.

governance support and the overall governance-management relationship, with improvement actions identified, where appropriate.	• Develop and present a clear organisational vision and strategy once there is greater clarity regarding simplification of local government.	accountability for emergency preparedness across Council.	agreed milestones are regularly monitored and reported. • If required, develop and present alternative options to Council for the future redevelopment or rebuild of the Marton Office and Community Hub, including appropriate consideration of scope, cost, risk and deliverability.	• Improve delivery of the capital programme from the current 56%, while separately identifying delays attributable to external approvals, consenting, Council decisions or other factors outside management control.

Focus Area 6	Focus Area 7
Professional Development	**Leadership effectiveness and organisational resilience**
The Chief Executive will maintain an active and purposeful approach to professional development, focused on strengthening leadership capability, strategic thinking, executive decision-making and sector knowledge. This will include participation in relevant professional networks, including LGNZ and Taituarā, together with targeted development opportunities that support the Chief Executive in leading the organisation through significant sector and organisational change. ***During 2026/27, particular emphasis will be placed on strategic leadership, critical thinking, executive decision-making and strengthening capability to lead effectively through complexity, uncertainty and change.***	***Enhance leadership effectiveness, work-life balance and organisational resilience by empowering ELT, appropriately delegating operational responsibilities, and protecting sufficient time for strategic leadership, professional development and planned leave.*** ***Strengthen the Mayor–Chief Executive partnership in public and stakeholder engagements through clear roles, coordinated preparation and aligned key messages.***
Key Performance Indicators • An annual professional development plan is agreed with the Chief Executive Employment and Performance Committee (CEEP), identifying priority areas for development and appropriate learning opportunities. • Substantive professional development activities will be considered and agreed, during the year, which may include executive education, courses, conferences, workshops, coaching or relevant peer-learning opportunities. A report will be provided following participation, outlining key learnings, benefits gained and how these may be applied to the Chief Executive role. • Active engagement in relevant local government and executive networks, including LGNZ and Taituarā, is maintained to support sector knowledge, professional relationships and shared learning. • Relevant learning and insights are discussed with CEEP as part of regular performance conversations and, where appropriate, applied to the Chief Executive's leadership practice and the wider organisation. • Maintain regular engagement with an external executive mentor throughout the year.	**Key Performance Indicators** • Clear delegation and contingency arrangements are maintained, with ELT demonstrating appropriate ownership and accountability for operational responsibilities. • Planned leave is taken without undue operational dependence on the Chief Executive, with effective leadership continuity maintained during periods of absence. • The Chief Executive demonstrates increased capacity to focus on strategic priorities, professional development and longer-term organisational matters. • Regular Mayor – Chief Executive discussions support preparation for significant public and stakeholder engagements, with key messages and speaking roles agreed in advance where appropriate. • Public and stakeholder engagements demonstrate clear, confident and coordinated Elected Member – Chief Executive representation.
Training and Development Priorities for 2026/27 • Te Reo Māori – undertake an appropriate course, likely through online learning, to continue developing capability and confidence in the use of te reo Māori. • Strategic and executive leadership – targeted development in strategic leadership, critical thinking and executive decision-making, with a particular focus on leading through complexity and significant change.	