



AGENDA

Chief Executive Employment and Remuneration Committee Meeting

Date: Wednesday, 19 August 2026

Time: 1.30pm

Location: Tūi/Kōwhai Room
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

Members: Cr Warren Maher – Chair
Cr Mich'eal Downard – Deputy Chair
Cr Robert Cookson
Cr Ben Dunbar-Smith
Cr Chris Hughes
Cr Liz Stolwyk

CE Employment and Remuneration Committee

Ngā Tikanga Whakahaere | Terms of Reference

1. Mana ā-Ture | Status

This Committee was established by Council under clause 30(1)(a) of [Schedule 7 of the Local Government Act 2002](#). It is a discretionary committee that can be created or disestablished by Council resolution.

2. Ngā Kawenga | Responsibilities

The Committee is responsible for advising Council on all matters related to the Chief Executive's employment. This includes overseeing recruitment, remuneration, performance management, relationship and succession planning.

3. Ngā Apatono | Powers

The Committee has the following powers required to carry out its responsibilities:

3.1. Recruitment and Appointment

- a. Recommending to Council when required, the process for recruiting, selecting, and appointing a Chief Executive.

3.2. Performance Management

- a. Developing, in consultation with the Chief Executive, an Annual Performance Agreement for the upcoming financial year – incorporating key performance indicators, and recommend it to Council no later than June each year.
- b. Monitoring the Chief Executive's performance by receiving quarterly review reports that measure progress against the Annual Performance Agreement. The Committee provides feedback to the Chief Executive and reports quarterly to Council on performance outcomes in relation to the agreed key performance indicators.
- c. Negotiating any amendments, additions, or changes to the Chief Executive's Annual Performance Agreement, subject to final approval by Council.
- d. Conducting the Chief Executive's annual performance review, assessing progress against the Annual Performance Agreement and role competencies. This includes receiving the Chief Executive's annual self-assessment and undertaking any necessary enquiries to evaluate performance thoroughly.
- e. Reporting the outcome of the Chief Executive's annual performance review to Council and make recommendations regarding that outcome for Council's approval.
- f. Providing the Chief Executive with feedback on their performance, including identifying areas for development to support ongoing growth and effectiveness in the role.

3.3. Remuneration and Employment Terms

- a. Reviewing and recommending to Council any appropriate amendments or adjustments to the Chief Executive's remuneration and terms of employment that arise from the end-of-year performance review.
- b. Negotiating with the Chief Executive any amendments or adjustments to their terms and conditions of employment and remuneration outside the annual review process. This includes changes to the Chief Executive's job description, subject to Council's final approval.

3.4. Employment Review and Reappointment

- a. Conduct and complete a review of employment at least 6 months prior to the end of the Chief Executive's first term of employment (LGA 2002, Schedule 7, clause 35) and recommend to Council whether or not the Chief Executive should be appointed for a

second term of up to two years or that the position be declared vacant (LGA 2002, Schedule 7, clause 34).

3.5. Professional Development and Succession Planning

- a. Establishing, as part of the Annual Performance Agreement, an annual development plan for the Chief Executive. This plan should identify training, learning, and development needs or opportunities aimed at enhancing the Chief Executive's capability and performance.
- b. Undertaking an annual review of succession planning for the Chief Executive. It also receives reports on succession planning practices for key organisational roles, including the Chief Executive's direct reports, to ensure leadership continuity and capability across the organisation.

3.6. Oversight

- a. Receive advice from the Chief Executive prior to appointment or termination of any direct report to the Chief Executive.
- b. Provide the opportunity for Councillors to provide feedback to the annual performance review of the Chief Executive's direct reports.

3.7. Relationship Management and Complaints

- a. Considering and advising Council in matters relating to the Chief Executive's job description, employment agreement, performance agreement, and all other related matters relevant to the Chief Executive's employment.
- b. Receiving and assess complaints from the Chief Executive about the behaviour of the Chair, subsequently recommending to Council how such complaints should be handled, including potential use of the Code of Conduct.¹
- c. Receiving and assessing complaints from a Councillor about the Chief Executive and recommend appropriate action to Council.²
- d. Recommending or facilitating mediation, relationship coaching, or other resolution processes when there is a breakdown of trust or communication between the Chief Executive and the Chair of Council.
- e. Conducting preliminary investigations into allegations of misconduct, serious misconduct, or other behaviour that may bring the Council into disrepute. The purpose of these investigations is to equip the Committee to make a recommendation to Council on whether a full investigation (and/or Code of Conduct proceedings) should be implemented.

4. Ngā Tūranga | Membership

4.1 Ngā Mema | Members

The Committee has six members:

- a. Chair of Council
- b. Deputy-Chair of Council
- c. Four councillors appointed by Council

4.2 Ūpoko me te Ūpoko Tuarua | Chair and Deputy-Chair

The Chair and Deputy-Chair of Council serve as the Chair and Deputy-Chair of this Committee.

5. Tokamatua | Quorum

Two members. Refer clause 23(3)(b) of [Schedule 7, Local Government Act 2002](#)).

6. Ngā Tikanga Pōti | Voting

- a. Decisions are made by majority vote of members present.

¹ Should the Chief Executive receive a complaint about a Councillor, they would in the first instance raise it with the Chair of Council.

² Should Councillors wish to make a complaint about staff, these should be raised directly with the Chief Executive in the first instance.

- b. If votes are equal, the Chair has both a deliberative and casting vote.

Refer to clause 24 of [Schedule 7 of the Local Government Act](#) and [Standing Orders](#).

7. Ngā Hui i te Tau | Frequency of meetings

The committee shall meet five times annually, or as required to fulfil its responsibilities. Additional meetings may be called by the committee chair and/or the Chief Executive.

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1 KARAKIA TIMATANGA

Whakataka te hau ki te uru	Cease o winds from the west
Whakataka te hau ki te tonga	Cease o winds from the south
Kia mākinakina ki uta	Bring calm breezes over the land
Kia mātaratara ki tai	Bring calm breezes over the sea
E hī ake ana te atakura	And let the red-tipped dawn come
He tio	With a touch of frost
He Huka	A sharpened air
He hau hū	And promise of a glorious day
Tīhei mauri ora!	Behold we live

2 APOLOGIES

3 CONFIRMATION OF AGENDA

4 DISCLOSURES OF INTEREST

Members are reminded of the need to be aware of maintaining a clear separation between personal interests and duties and their role as an elected member.

If any member has an interest that creates an actual, or could be perceived to create, a conflict in relation to any item on the agenda, it is recommended that this be disclosed.

5 MINUTES FOR CONFIRMATION OR RECEIPT

Nil

6 GENERAL ITEMS

6.1 QUESTIONS RAISED AT CEERC PEOPLE STRATEGY AND RECRUITMENT PAPERS

Rā | Date: 5 August 2026

Kaituhi | Author: Angela Klos, People and Capability Analyst

Kaituku | Authoriser: Chris McLay, Chief Executive

TE ARONGA | PURPOSE

1. This report provides responses to questions raised by members of the Chief Executive Employment and Remuneration Committee (CEERC) during discussion of the People Strategy Update and Recruitment Paper presented at the May 2026 meeting.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. This report responds to matters raised by CEERC following consideration of the People Strategy Update, He Whare Taumatua Strategy and Recruitment Paper at the May 2026 meeting. The responses confirm that Council is actively managing key workforce challenges, particularly recruitment for senior and specialist roles, manager recruitment capability, psychosocial risk management, and the ongoing implementation of Infor.
3. Recruitment activity continues to include consideration of international candidates where appropriate, supported by targeted search approaches and professional networks. Longer recruitment timeframes are primarily associated with limited candidate availability and the decentralised nature of recruitment processes. Work is underway to improve recruitment system usability and strengthen manager capability through the Management Essentials programme.
4. Further consideration is required in several areas, including whether notice periods for senior managers and technical specialists remain appropriate, the resourcing required to progress psychosocial risk management initiatives, and the timing for realising benefits from the Infor implementation. People & Capability continue to work with internal stakeholders and system partners to support delivery and improve outcomes.
5. The report also identifies follow-up work relating to workforce equity and inclusion. This includes confirming whether an ethnic pay gap assessment has previously been completed, reporting back on the status of cultural leadership remuneration options, and reviewing recruitment-related performance indicators and targets for future CEERC reporting.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Questions Raised at CEERC People Strategy and Recruitment Papers* (Chief Executive Employment and Remuneration Committee, 19 August 2026) be received.

PEOPLE STRATEGY UPDATE

Recruitment Activities

Do we look internationally for hard-to-fill and senior roles?

6. Waikato Regional Council actively considers international candidates for senior and specialist positions, including roles such as Chief Engineer and Manager Infrastructure. Recruitment partners have been undertaking searches across New Zealand, the United Kingdom and Europe.
7. Where appropriate, recruitment consultants are asked to approach overseas candidates whose experience is relevant to the New Zealand context. The Council also utilises targeted advertising through professional bodies and industry publications to broaden candidate reach.

Why can there be a delay in recruitment timeframes and what are the contributing factors?

8. There are two key factors contributing to longer recruitment timeframes:
 - (a) In some cases, suitable candidates are not readily available, which extends the time required to secure an appointment. Uncertainty around the future of local government will be impacting potential candidates' views regarding job security.
 - (b) Recruitment responsibilities are decentralised, with hiring managers responsible for managing recruitment processes within their teams. Variations in recruitment capability and prioritisation among managers can contribute to delays and may affect candidate experience and appointment timelines.
9. Council continues to monitor recruitment performance and identify opportunities to improve consistency across recruitment processes.

Do we provide support for managers to improve recruitment outcomes?

10. A two-pronged approach is being undertaken:
 - (a) **System Improvements**
 - (i) Work continues to improve the functionality and usability of the Infor recruitment platform. The goal is to get the Infor platform into the most usable format possible; it is a poor platform for recruitment/HR but given the investment best efforts are being made to ensure it is functional.
 - (ii) Council is engaging with Infor and internal stakeholders to address system challenges and improve the user experience for managers.
 - (b) **Manager Capability Development**
 - (i) Recruitment and onboarding modules are being incorporated into the Management Essentials programme commencing in August and September 2026.
 - (ii) These modules will be embedded as part of ongoing leadership development, including training for new managers and refresher training for existing managers.

11. This approach is intended to strengthen recruitment capability across the organisation and improve recruitment efficiency and candidate experience.

Should we provide longer notice periods for senior managers and technical specialists?

12. Current employment agreements provide for a three-month notice period for Executive roles.
13. There is merit in considering:
 - (a) extending notice periods for senior manager positions; and/or
 - (b) increasing notice periods for technical specialist roles to eight weeks.
14. This matter requires further management consideration, including assessment of market practice and organisational impacts.

Psychosocial Health and Safety

Resourcing considerations for psychosocial risk management

15. The proposed resourcing reflects the increasing significance of psychosocial risk as a core organisational risk, and the pace at which Council intends to strengthen its capability to manage this area. Evidence from current operations indicates that psychosocial risk is not only emerging, but in some areas is a realised risk (i.e. increased workload), and a more deliberate and system-led response is required.
16. Accelerating implementation of the psychosocial risk work programme will require an all of organisation response, targeted and dedicated resource to move beyond planning into consistent delivery, embed controls across functions, to provide assurance on effectiveness. Without this, there is a risk that progress will remain uneven across the organisation, and that key controls will not be implemented proportionately, and at the pace required to reduce exposure. This aligns with the need for a systematic identification, assessment and control of psychosocial risks, rather than relying on reactive or partial measures.

Infor Implementation

When will staff see a relief in burden of effort from Infor implementation?

17. At present, it is difficult to provide certainty on when significant reductions in effort will be realised.
18. Current observations include:
 - (a) Finance functionality is operational, although users continue to experience some complexity in navigating the system.
 - (b) Procurement functionality appears to be operating reasonably well.
 - (c) The effectiveness of the Global HR component will not be fully understood until completion of the project phase scheduled for August 2026.
19. We continue to work closely with internal stakeholders and Infor representatives to maximise the value delivered through the programme.

RECRUITMENT PAPER

Equity and Inclusion Measures

Does WRC have an ethnic pay gap and if so, has a process been undertaken to remedy this?

20. We are not aware of a formal ethnic pay gap assessment having been completed.

Can WRC provide a system to remunerate cultural leadership undertaken?

21. Recommendation 7 of the Recruitment Paper relates to the development of an approach to recognise and remunerate cultural leadership activities undertaken on behalf of Council that sit outside agreed role expectations.
22. Further work is required to confirm the status of this recommendation and determine appropriate reporting back to CEERC.

Does WRC measure gender pay gap?

23. Waikato Regional Council monitors its gender pay gap as part of its remuneration oversight activities.
24. Current monitoring has not identified a significant gender pay gap requiring targeted intervention.

HE WHARE TAUMATUA PROGRESS UPDATES

25. As part of discussions on the People Strategy, councillors raised a number of questions regarding He Whare Taumatua:
- Year 1 KPI results against the measures
 - Cultural Leadership recognition

Year 1 KPI Results

26. Year 1 results show progress across several measures, including participation in leadership-related development, professional development related to pūkenga Māori, and completion of cultural competency induction for new staff. The results also show an improvement in perceived organisational cultural competency.

27. Kaimahi Māori Key Performance Indicators

Measure	Baseline 2023/24	Target 2024/25	Result
Kaimahi Māori who take up leadership development training, secondments, and internal promotion opportunities	10%	13%	26.7%
Kaimahi Māori undertaking professional development related to pūkenga Māori	No baseline	10%	35%
Satisfaction of kaimahi Māori working at Waikato Regional Council	No baseline	4.5–5.25	5.36
Kaimahi who identify as Māori	9.13%	11%	10%

28. All Staff Key Performance Indicators

Measure	Baseline 2023/24	Target 2024/25	Result
Staff who have completed cultural competency training	No baseline	TBC	31%
New staff who have completed cultural competency induction	No baseline	70%	89%
Employment conditions specific to te ao Māori	No baseline	2	3
Kaupapa Māori wellbeing opportunities made available to staff	No baseline	1	3
Completion of position description reviews to incorporate cultural competency and Māori/Te Tiriti capability requirements	No baseline	OCE, TRW, DS, P&C	TRW, DS, P&C

29. Cultural Competency Survey Results

Cultural competency survey results	Baseline	Target	Result
Personal/individual competency	55%	54%	48%
Organisational competency	43%	50%	55%

Additional information to support selected measures

30. Additional context is provided for selected Year 1 measures to support accurate interpretation, particularly where results could otherwise be read as promotion outcomes, individual advantage, or employment settings outside normal organisational processes.

Kaimahi Māori leadership development, secondments and internal promotion opportunities

31. This measure combines two distinct activities: 10.3% of kaimahi Māori received a secondment or internal promotion opportunity, and 43.1% participated in leadership development training. The combined result should not be read as meaning all participants received promotion or advancement opportunities.
32. Leadership development is defined broadly and includes the following learning and development opportunities:
- Be My Best Coach
 - Be My Best Self
 - Hazard and risk management
 - Contract management
 - Financial management
 - Project management

- People leadership / management essentials

Position description reviews: cultural competency and Māori capability requirements

33. Rather than reviewing every individual position description, a centralised role-based framework has been developed for cultural competency, Māori capability, and Te Tiriti requirements. This is more practical because position descriptions change as roles, teams, and priorities evolve.
34. The framework is not person-based. It clarifies capability expectations by role type, scope, influence, and the extent of engagement with iwi, Māori, and kaupapa Māori work.

Cultural Leadership Recognition

35. Councillors also asked about the He Whare Taumatua initiative to recognise cultural leadership undertaken outside agreed role requirements. This work is being progressed through a policy framework and is intended to recognise cultural leadership broadly, where clearly defined contributions sit outside normal role expectations and support organisational need.
36. The intent is to provide a transparent and consistent basis for considering these contributions, aligned with broader People Strategy settings.

WHAKAKAPINGA | CONCLUSION

37. The matters raised by CEERC have been reviewed and responses are provided to support the Committee's ongoing oversight of workforce planning, recruitment performance, system implementation and equity-related reporting. The responses confirm that work is underway to strengthen recruitment capability, improve recruitment system usability, and progress key People and Capability work programmes.
38. Further follow-up will be undertaken in relation to notice period settings, psychosocial risk management resourcing, Infor benefits realisation, ethnic pay gap assessment, recognition of cultural leadership activities, and recruitment performance measures. Updates will be provided through future CEERC reporting where appropriate.

ĀPITI HANGA | ATTACHMENTS

Nil

7 PUBLIC EXCLUDED ITEMS

RESOLUTION TO EXCLUDE THE PUBLIC

HE TŪTOHUNGA | RECOMMENDATION:

1. That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Chief Executive KPIs 2025/26 Year End Results	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Chief Executive EOY FY25/26 self assessment	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.3 - Chief Executive's End of Year Performance and Remuneration Review FY26	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.4 - Independent Consultant / Overview of Contractual	s7(2)(b)(ii) of the Act - To avoid unreasonable prejudice the commercial position of the	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings

Agreement and Summary of Costs 2025/26	person who supplied or who is the subject of the information	of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
2. That the Independent Consultant, QLG Advisory (Paul Loof) remains in this meeting after the public has been excluded because of their knowledge of the items to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of its specialised nature and the benefit to be gained from expert advice.		

8 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia	Draw on, draw on,
Unuhia mai te uru tapu nui	Draw on to the supreme sacredness
kia wātea, kia māmā,	To clear, to free
te ngākau, te tinana, te hinengaro,	our heart, body and soul
i te ara takatū	Our pathway prepared
Koia rā e Rongo	Lo, there is peace
e whakairia ake ki runga	suspended high above
kia tina! TINA!	manifest!
Haumi ē, hui ē, TĀIKI ē!	draw together!
	Affirm!