



MINUTES

Chief Executive Employment and Remuneration Committee Meeting

Tuesday, 21 April 2026

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Waikato Regional Council
Chief Executive Employment and Remuneration Committee Meeting
OPEN MINUTES

Date: Tuesday 21 April 2026, 1.00pm
Location: Tūi/Kōwhai Room
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

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

In Attendance: Cr Garry Reymer (virtually via Teams)

Staff Present: Chris McLay – Chief Executive
Paul Loof – Independent Consultant
Dave Doggart – Team Lead, Democracy

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording #1	35658105	https://youtu.be/idA_KHXp3vU
Public Excluded Recording	35663930	-
Open Recording #2	35660612	https://youtu.be/K6dExKMnRx8

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Team Lead, Democracy (Dave Doggart) opened the meeting with a karakia.

2 APOLOGIES

Nil

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 32 seconds.

COMMITTEE RESOLUTION CEERC26/13

Moved: Cr Mich'eal Downard

Seconded: Cr Chris Hughes

- 1. That the agenda of the Chief Executive Employment and Remuneration Committee Meeting of 21 April 2026, as circulated, be confirmed as the business of the meeting.**
- 2. That the order of items follows the order set out in the minutes.**
- 3. That the meeting may sit longer than two hours continuously if required.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 1 minute 7 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT

Nil

6 GENERAL ITEMS

6.1 PEOPLE STRATEGY UPDATE

Item commenced in open recording 1, at 1 minute 25 seconds.

Presented by the Chief Executive (Chris McLay) who requested the report be taken as read.

COMMITTEE RESOLUTION CEERC26/14

Moved: Cr Warren Maher

Seconded: Cr Ben Dunbar-Smith

That the report *People Strategy Update* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.

CARRIED

6.2 WRC RECRUITMENT PRACTICE

Item commenced in open recording 1, at 16 minutes 3 seconds.

Presented by the Chief Executive (Chris McLay) who requested the report be taken as read.

Action: That a report be tabled at a subsequent meeting of the committee detailing progress made relating to the *Initiatives and actions to deliver He Whare Taumatua* (CE Employment and Remuneration Committee Agenda, 21 April 2026 at pages 57-61).

COMMITTEE RESOLUTION CEERC26/15

Moved: Cr Chris Hughes

Seconded: Cr Mich'eal Downard

That the report *WRC Recruitment Practice* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.

CARRIED

7 PUBLIC EXCLUDED ITEMS

Item commenced in open recording 1, at 34 minutes 13 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION CEERC26/16

Moved: Cr Warren Maher

Seconded: Cr Chris Hughes

- 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
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<p>7.1 - Chief Executive KPIs Quarter Three Update</p>	<p>s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons</p>	<p>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</p>
<p>7.2 - Success of Organisation changes - Chief Executive KPI2</p>	<p>s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>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</p>
<p>7.3 - Chief Executive FY26 End of Year Review and FY27 KPI Setting Process</p>	<p>s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>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</p>

2. That the Independent Consultant (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.

CARRIED

1.35pm – The meeting moved into public excluded session.

2.31pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 2, at start.

The Team Lead, Democracy (Dave Doggart) closed the meeting with a karakia.

2.32pm – The meeting closed.

APPENDIX ONE: DECISIONS MADE IN PUBLIC EXCLUDED SESSION REPORTED INTO OPEN

7.1 CHIEF EXECUTIVE KPIS QUARTER THREE UPDATE

COMMITTEE RESOLUTION CEERC26/17

Moved: Cr Chris Hughes

Seconded: Cr Robert Cookson

1. That the report *Chief Executive KPIs Quarter Three Update* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.
2. That the decision be reported into the open session of this meeting.

CARRIED

7.2 SUCCESS OF ORGANISATION CHANGES - CHIEF EXECUTIVE KPI2

COMMITTEE RESOLUTION CEERC26/18

Moved: Cr Mich'eal Downard

Seconded: Cr Chris Hughes

1. That the report *Success of Organisation changes - Chief Executive KPI2* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.
2. That the receipt of the report be reported into the open session of the meeting.

CARRIED

7.3 CHIEF EXECUTIVE FY26 END OF YEAR REVIEW AND FY27 KPI SETTING PROCESS

COMMITTEE RESOLUTION CEERC26/19

Moved: Cr Warren Maher

Seconded: Cr Chris Hughes

1. That the report *Chief Executive FY26 End of Year Review and FY27 KPI Setting Process* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.
2. That the proposed process and timetable (as set out in the attached report) be approved.
3. That the decision and report be released into the open session of the meeting (*refer attachment two below*).

CARRIED

APPENDIX TWO: CHIEF EXECUTIVE FY26 END OF YEAR REVIEW AND FY27 KPI SETTING PROCESS REPORT

Public Excluded Chief Executive Employment and Remuneration Committee
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7.3 CHIEF EXECUTIVE FY26 END OF YEAR REVIEW AND FY27 KPI SETTING PROCESS

Rā | Date: 16 April 2026
Kaituhi | Author: Dave Doggart, Team Lead, Democracy
Kaituku | Authoriser: Mali Ahipene, Pou Tuhono

TĀFĀŌ!Ā,Ā«MATAITI | PUBLIC EXCLUDED

The following good reasons to withhold this report from the public exist under section 6 or 7 of the Local Government Official Information and Meetings Act 1987, in accordance with section 48(1)(a)(i):

- s7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons.
- s7(2)(i) To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

TE ARONGA | PURPOSE

1. To table the report (attachment one) as supplied by the Independent Consultant, QLG Advisory Limited (Paul Loof).

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Chief Executive FY26 End of Year Review and FY27 KPI Setting Process* (Chief Executive Employment and Remuneration Committee, 21 April 2026) be received.
2. That the proposed process and timetable (as set out in the attached report) be approved.
3. That the decision and report be released into the open session of the meeting.

ĀPITIHANGA | ATTACHMENTS

1. **Supplied Report: Chief Executive FY26 End of Year Review and FY27 KPI Setting Process (Doc # 35585019)** [↓](#)

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Report to Chief Executive Employment and Remuneration Committee

Public Excluded

Date:	April 2026
Author:	Paul Loof, Partner, QLG advisory
Authoriser:	Paul Loof, Partner, QLG advisory
Subject:	Chief Executive FY26 End of Year Review and FY27 KPI Setting Process
Section:	A (Committee has delegated authority to make decision)

Purpose

To enable the Chief Executive Employment and Remuneration Committee (CEERC) to approve the recommended process and timetable for:

- the Chief Executive's FY26 End of Year (Annual) Review; and
- setting the Chief Executive's Key Performance Indicators (KPIs) for FY27.

Executive Summary

1. CEERC is required to undertake an annual Chief Executive End of Year Review (the Review) covering performance against KPIs, competency assessment, identification of development areas, and a remuneration recommendation.
2. CEERC is also responsible for setting the Chief Executive's KPIs for the forthcoming financial year. This report recommends a combined, integrated process for both the FY26 Review and the FY27 KPI setting.
3. The recommended process involves CEERC, councillors, and the Chief Executive across April through to June 2026, with Paul Loof (PJL) conducting the independent review activities.
4. CEERC is asked to approve the timetable and process steps set out in this report, and to agree the list of external stakeholders and executive team members to be interviewed as part of the FY26 Annual Review.

Staff Recommendation: That the report 'Chief Executive FY26 End of Year Review and FY27 KPI Setting Process' (April 2026) be received and the proposed process and timetable be approved.

Decisions Required

5. CEERC is asked to approve the proposed integrated process and timetable for the Chief Executive's FY26 Annual Review and the setting of FY27 KPIs as set out in this report, and to confirm the list of external stakeholders and executive team members to be interviewed as part of the FY26 Annual Review.

Public Excluded

1. The following good reason(s) to withhold this report from the public exists under Section 6 and/or 7 of the Local Government Official Information and Meetings Act 1987 (LGOIMA), in

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accordance with Section 48(1)(a): Protect the privacy of natural persons, including that of deceased natural persons (section 7(2)(a) of the Act).

Background

- Each year CEERC is required by Council to undertake a Chief Executive End of Year (Annual) Review. This includes reviewing the Chief Executive's performance against agreed KPIs for the year, competency assessment against the requirements of the Position Description, identification of development areas, and a recommendation regarding remuneration.
- Council's practice over many years has been for the Review to include the following 360° feedback elements: an online survey of councillors; structured interviews with between 10–15 external stakeholders; and structured interviews with at least four executive team members. CEERC identifies these stakeholders each year.
- Paul Loof (PJL) conducts these interviews, analyses all data and feedback received, and presents a report and recommendations covering all aspects of the Review to CEERC. On the basis of this report CEERC determines its Review and remuneration recommendations to Council.
- Separately, CEERC is responsible for setting the Chief Executive's KPIs at the commencement of each financial year. This report recommends that the FY27 KPI-setting process and the FY26 Annual Review process be run concurrently as an integrated programme of work commencing in April 2026.

Issue

- CEERC is asked to approve the recommended process and timetable set out in this report for the Chief Executive's FY26 Annual Review and the FY27 KPI-setting process.
- CEERC is asked to confirm which external stakeholders and executive team members will be interviewed by PJL for the purposes of the FY26 Annual Review.

External Stakeholders and Executive Team Members for Interview (FY26 Annual Review)

- CEERC is asked to confirm the list of external stakeholders and executive team members to be interviewed by PJL as part of the Chief Executive's FY26 Annual Review. These will be finalised at the April CEERC meeting.
- External stakeholders are typically senior executives or chairs from a broad range of organisations that CEERC considers important to Waikato Regional Council. Executive team members to be interviewed should include at least four members of the Chief Executive's executive team.

Proposed Process and Timetable

The following integrated process is recommended for the FY26 Chief Executive Annual Review and the setting of FY27 Chief Executive KPIs.

CEERC – April

- CEERC and the Chief Executive commence discussion on FY27 KPIs. CEERC approves the timetable for FY27 KPI setting and the FY26 Annual Review.
- CEERC formally invites the Chief Executive to propose his FY27 KPIs.

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- CEERC decides which external stakeholders and executive team members are to be interviewed by PJL for the Chief Executive's FY26 Annual Review.

April – Councillor Priorities

- The Chair emails all councillors asking them to nominate their top two priorities for the Chief Executive in FY27.
- PJL analyses councillor priorities and presents a KPI 'long list' to CEERC.

CEERC Meeting – Early May

- CEERC considers the KPI 'long list' and the Chief Executive's proposed FY27 KPIs.
- CEERC agrees the KPIs to be taken forward to the councillor workshop.

Council Workshop – May

- Councillors consider CEERC's proposed FY27 KPIs, with input from the Chief Executive.

Council Meeting – May

- Council approves the Chief Executive's KPIs for FY27.

Late May

- The Chief Executive provides his FY26 performance self-assessment to CEERC.
- PJL commences FY26 Chief Executive Annual Review activities, including the councillor survey, external stakeholder interviews, and executive team interviews.

CEERC Meeting – Early June

- PJL presents the draft Chief Executive FY26 Annual Review and remuneration review to CEERC.
- The Chief Executive presents his FY26 self-assessment to CEERC.
- CEERC provides PJL with final drafting instructions for the Chief Executive FY26 Annual Review and remuneration review.

Council – June

- CEERC presents the proposed Chief Executive FY26 Annual Review and remuneration review to Council for approval.

June – Communication to Chief Executive

- The Chair conveys Council's FY26 Annual Review and remuneration review findings to the Chief Executive by way of a letter of confirmation.

Paul Loof
QLG Advisory
15 April 2026