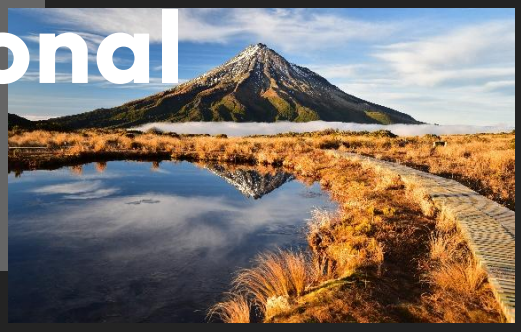


Briefing pack for Taranaki Regional Council



Opportunity: Chief Executive

About Taranaki Regional Council (TRC)

TRC is widely recognised as one of New Zealand's leading regional councils, with a strong reputation for environmental stewardship, regional leadership and community partnership. Serving a region known for its ambition, resilience and strong sense of identity, the Council plays a pivotal role in shaping Taranaki's long-term environmental, economic and social wellbeing. Guided by its commitment to improving lifestyles, supporting livelihoods and taking Taranaki forward, the organisation works closely with iwi, communities, businesses and stakeholders to create positive outcomes across the region.

The Opportunity

This is a rare opportunity to lead an organisation with significant influence across one of New Zealand's most dynamic regions. As Chief Executive, the successful candidate will work at the intersection of governance, community, environmental stewardship and regional development, helping shape the future of Taranaki while leading a high-performing organisation through its next phase. The role offers the opportunity to build trusted relationships with elected members, iwi and regional stakeholders, champion innovation and collaboration, and make a lasting impact on the region's prosperity, resilience and sustainability.

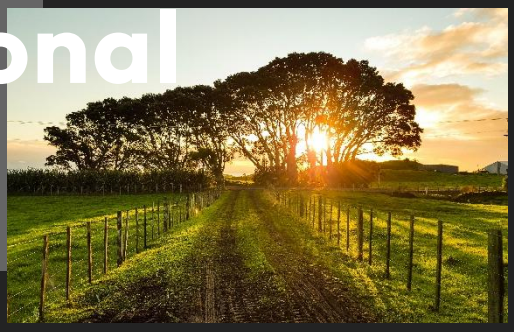
Mission & Values

Integrity	Teamwork	Can-do Approach	Agility
Doing what is right rather than what is easy. Leaders are expected to act with purpose, inclusiveness and high professional and ethical standards.	Working as one team with courage and purpose, building strong relationships and achieving positive outcomes through collaboration.	Taking initiative, demonstrating care and respect, and focusing on delivering meaningful outcomes for the region.	Striving for excellence, embracing change and continuously seeking better ways of working and delivering results.



Briefing pack for Taranaki Regional Council

Taranaki Regional Council | Robert—Walters



Opportunity: Chief Executive

Useful links

- Working at TRC – Short Intro Video →
- Company Website →
- Annual Report 2025 - 2026 →
- Management Team →

Timeline

- **Applications Close** — Monday, 23 November
  Deadline for applications.
- **Robert Walters Interviews** — Week of 23 November
  Behavioural-based interviews conducted by Robert Walters.
- **Panel Interviews** — Monday, 7 December or Tuesday, 8 December
  Panel interviews conducted with shortlisted candidates.
- **Final Interviews** — Tuesday, 15 December
  Full Council committee interviews with preferred candidate(s).
- **Offer & Appointment** — Week of 14 December
  Final due diligence completed and offer negotiated through to acceptance.
- **Appointment** — Start of 2027
  Successful candidate commences employment.

Please note: This timeline is a guide and may be subject to change.

Your Robert Walters Team



Neil Munro
Associate Director – Executive Search
T: +64 9 374 7367
E: sam.stevens@robertwalters.co.nz



Chrissy Orman
Senior Researcher – Executive Search
T: + 64 9 374 7369
E: chrissy.orman@robertwalters.co.nz

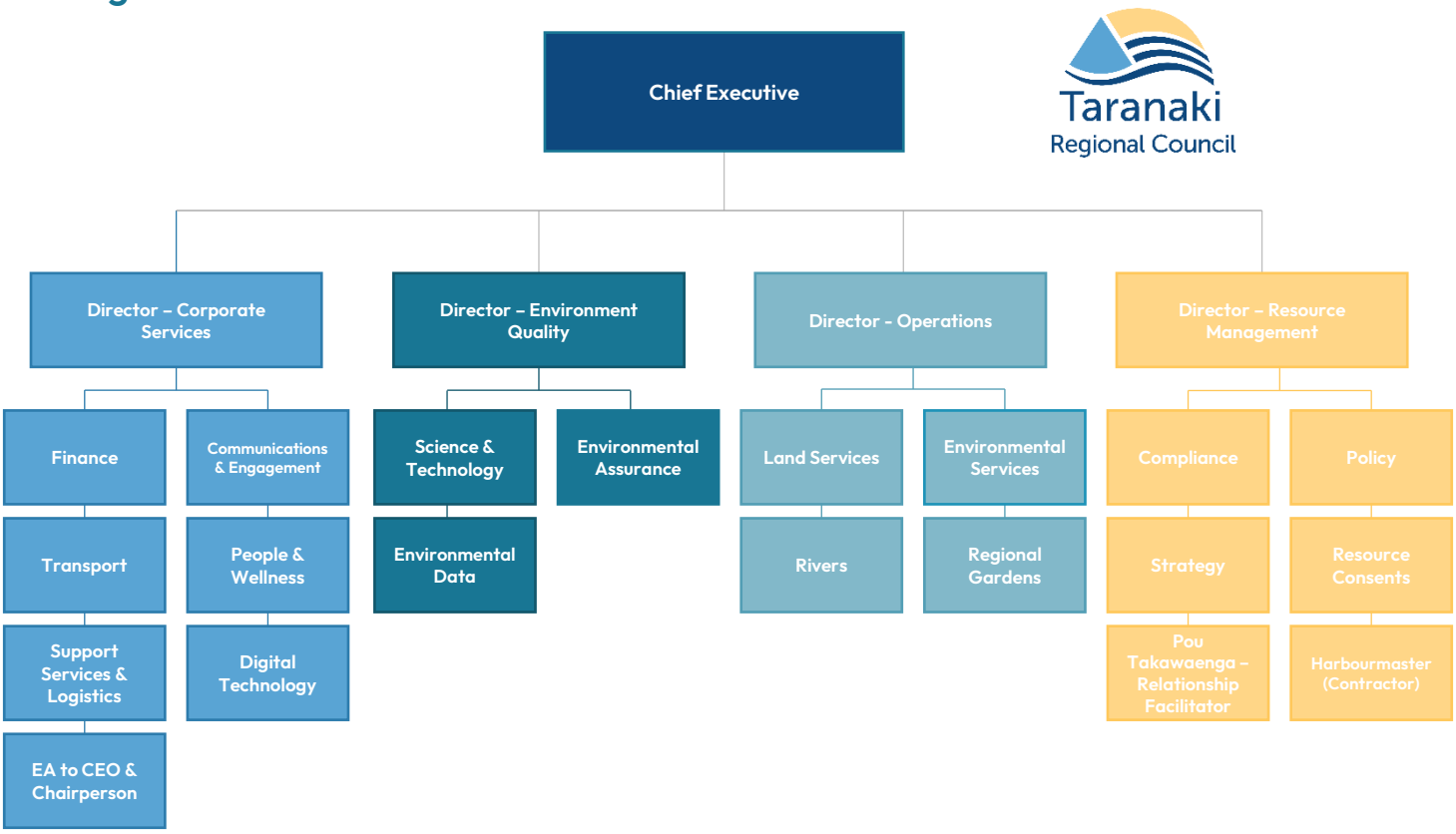


Briefing pack for Taranaki Regional Council



Opportunity: Chief Executive

Organisational Chart



Chief Executive

Purpose | Te arotahi mātua

The Chief Executive is responsible for the overall management of the organisation ensuring it is responsive to the needs of Taranaki region communities.

As a member of the Council's executive leadership team, the Chief Executive will:

- Provide strong leadership across the organisation, role model visible, inclusive leadership embodying Taranaki Regional Council's values in your approach.
- Lead the development, implementation and delivery of the Council Strategy and Roadmap that will support the Council to deliver the Long-Term Plan goals.

Through leadership of the executive leadership team the Chief Executive is responsible for the effective functioning of the organisation including providing advice on organisational strategy and subsequently implementing the policies and plans approved by Council. They must keep the Council informed of progress against plans including any significant deviations and/or risks arising.

Role dimensions | Te ahu mahi

Responsible to:	Taranaki Regional Council
Responsible for:	Directors and all other Council staff
Primary location:	Stratford, although travel throughout the region and country will be required as part of the duties of this position
Position grade:	32

Organisational context | Te horopaki whakahaere



FRODO # 3159067

Taranaki Regional Council

Role specific areas of responsibility | Whakaritea ngā wāhanga kawenga

The key responsibility areas are provided as a guide only. Performance measures for this job will need further discussion between the job holder and People Leader/Manager as part of the performance development process.

People leadership	• As a member of the Council's executive leadership team, role model visible, inclusive leadership embodying Taranaki Regional Council values in your own approach. • Provide leadership to the Council and staff by exhibiting a leadership style that harnesses the energy, commitment and creativity of staff in accordance with the organisation's values. • Create and maintain a culture of excellence around Council functions and deliverables, aligning with the Council's goals and aspirations. • Ensure that the Council staff have the direction, support, skills, and tools necessary for them to achieve objectives, including providing coaching and professional development opportunities as identified through regular performance conversations and annual performance reviews. • Ensure employees live our values and foster a proactive, positive and productive culture. • Drive delivery of outcomes by building strong 'one team' relationships across the Council. • Promote the vision and mission of Taranaki Regional Council ensuring all team members are able to articulate how their roles contribute toward achievement of the vision. • Demonstrate superior initiative, inspiring others through taking action. • Communicate Council's goals and aspirations, bringing clarity to the way forward particularly during times of significant change and uncertainty.
Strategy	• Provide sound strategic advice to Council that articulates key strategic issues and options. • To provide strategic leadership across Council and its functions and related work programmes, ensuring these are fit for purpose and deliver outcomes that are consistent with the Council strategic framework, desired community outcomes and the changing environment within which Council operates. • Contribute to strategy and policy development across all Council activities as a member of the Executive Leadership Team. • Lead the development and implementation of the Council Strategy and Roadmap ensuring the Council is well-positioned for the future and meets its strategic goals. • Facilitate the development and implementation of strategic initiatives designed to improve delivery of Council services and contribute to achieving its business goals and objectives. • Provide high quality advice, reports and recommendations to the Council. • Evaluate the outcomes delivered by existing strategic and policy initiatives.

Māori relationships	• Lead the provision of strategic advice, thought leadership, guidance and support across Council on Te Tiriti o Waitangi, Te Ao Māori and mātauranga Māori. • Provide strategic guidance and thought leadership across Council on Māori engagement and participation in the work of Council. • Lead the brokering of effective partnering relationships with tangata whenua and Māori to support the delivery of strategic priorities across Council and the Taranaki region. • Maintain an overview of the relationships that Council has, and the work that it is doing, with Iwi/hapū and Māori across the region to ensure that it has the relationships it needs to achieve its strategic goals. •
Stakeholder engagement	• Develop and maintain a key stakeholder engagement strategy that enables Council to obtain the input it needs to achieve its business goals. • Consult and collaborate with a diverse range of external and internal stakeholders to understand the Long-Term Plan, current business operations, policy and procedures, requirements and strategies to deliver on the approved priorities. • Support Council staff, to develop and maintain effective partnering relationships with all key stakeholders.
Financial management and reporting	• Accountable and responsible for managing a budget as set out in the Taranaki Regional Council Delegations Manual. • Responsible for the preparation of annual work programmes and components of annual and other financial plans and to ensure that such programmes and budgets are met and appropriately reported on. • To ensure efficiency and effectiveness in the delivery performance of Council, including optimising the use of resources. • Ensure effective opex and capex budget management.
Health and safety	• Take all practicable steps to ensure a safe and healthy workplace by promoting, implementing and supporting appropriate health and safety practices. • Ensure Council staff are adequately trained in respect of their health and safety in the workplace and their work responsibilities. • Monitor the risks and develop appropriate mitigation strategies for high priority health and safety risks identified in the Council.
Council adviser	• To carry out all duties imposed on the Principal Administrative Officer in terms of the Local Government Act 2002, and any other Act or Regulation defining or limiting the functions of the Taranaki Regional Council. • To act as principal adviser to the Council and its Committees on matters of general policy or concern; to assist the Council with all aspects of its forward planning, by such reports and recommendations as may be appropriate.. • To ensure that the Council is advised on all appropriate objectives, strategies and goals in all areas of activity, and to maintain an

	organisational structure and environment that will achieve its objectives. • To ensure that all meetings of the Council and its Committees are adequately serviced by appropriate departmental officers, and that the Chair and Councillors receive such assistance, information, or advice as they may reasonably require. • To ensure that the Chair and Councillors are advised on matters of protocol and that approved arrangements for civic functions and ceremonial occasions are carried out by the staff concerned. • To ensure the maintenance of all due processes relating to elections and polls, so that these are conducted in accordance with statutory and regulatory requirements, and are efficiently and effectively run within the time constraints imposed.
Implementation of Council decisions	• To make certain that the Council's resources are organised to ensure the effective and efficient implementation of Council policies, programmes and other decisions. • To ensure that the Council is appropriately represented on all public occasions and in dealings or negotiations with other organisations. • To maintain, along with the Chair, effective contact with the media, with a view to ensuring that Council policy and other decisions are made clear and are fully understood by those reporting them.
Management of staff and resources	• Maintain an organisational structure and level of resourcing that will enable the achievement of organisational objectives and statutory obligations. • Establish and review as necessary human resource policies and practices which support organisational objectives. • To ensure that staff receive appropriate induction, leadership, guidance, and training, and to establish appropriate performance-based remuneration levels and conditions for all staff. • To ensure the prudent management and utilisation of all Council resources. • To monitor the Council's operations and to take all necessary steps to ensure that they are conducted efficiently and effectively. • To take prompt corrective action where the objectives or standards are not being met, or, in those cases where such action may not lie within his/her delegated authority, to make appropriate recommendations to the Council with a view to achieving such an end. • To provide effective leadership for the Council's executive leadership team, developing and maintaining appropriate working relationships within the group, encouraging the free exchange of ideas, and co-ordinating their work when presenting joint reports or forward planning and developmental proposals for the Council's consideration. • Ensure the Health and Safety of staff and contractors is a top priority and have in place effective systems to reduce risk to a tolerable level.

Internal and public relations	• To provide a sensitive and effective means of communication between Councillors, committees and management. • To play a pro-active role in developing and maintaining good public relations between the Council, its staff and all sections of the community. , • To develop and maintain a personal network of contacts in organisations with which the Council deals, in government, regional government, and local government generally, with a view to being able to exchange information, and give or solicit appropriate support to or from such organisations, where it is in the Council's interests and legitimate to do so. • To ensure that the Council's interests are effectively represented at national, regional and local levels by being an advocate for the Taranaki region and the Council.



Key result areas | Nga waahanga hua mātua

Whilst due allowance will be made for any extraneous variables over which he/she has no control, the performance of the Chief Executive will be measured by:

1. The way in which the Chief Executive proactively leads the organisation through the reform processes affecting local government and the broader public sector,
2. The extent to which Council policies, programmes, decisions, and plans are actioned effectively by the organisation.
3. The achievement of approved financial plans and related objectives, including agreed increases in productivity, cost efficiency and cost-effectiveness.
4. The extent and success of innovation in management and the delivery of services and the quality of resource management.
5. The extent to which regular management reports are available to Councillors by the agreed deadline, and the quality of reporting thereon.
6. The level of teamwork in all facets of operations, and the extent to which internal and external communications are enhanced.
7. The quality of professional advice given to the Council and Committees of Council and individual Councillors.
8. The development of officers in their level of professional and managerial skills and competence.
9. The extent to which the image of the Council is enhanced with ratepayers, residents, tangata whenua, the media, government departments, local authorities, suppliers of goods and services, contractors, and other segments of the public.

Specific objectives | Whāinga motuhake

In addition, specific objectives may be formulated from time to time by agreement between the Chief Executive and the Council. These will outline priority key result areas.





Organisational areas of responsibility | Ngā wāhanga whakahaere

- **Be a team player** – Contribute to the greater team and organisational goals by completing projects and tasks in an efficient and effective manner, including any additional activities as directed by your People Leader.
- **Be flexible and adaptable** – Flexible work arrangements meet the needs of our customers, the Council and the individual and may include the need to work outside normal office hours from time-to-time.
- **Look after yourself and others** – Work within the Council's health and safety systems, policies and procedures at all times to limit risk and keep yourself and those around you safe.
- **Work with integrity** – Maintain high professional and ethical standards that align with relevant legislation, Council polices and our values.
- **Develop yourself and others** – Proactively seek out opportunities for your own professional development and work alongside others to develop them, including actively taking part in Our Taranaki Regional Council.
- **Be culturally aware** – Show appreciation and understanding of Māori culture and values and put these into practice in your work.
- **Be an agent for change** – Always be on the lookout for ways to do things better, faster or smarter to ensure that Council has a continuous improvement culture and rapidly adapts to the changing environment within which it works.
- **Be digitally savvy –** Understand and be competent in the use of digital technologies relevant to your role, including processing and storage of Council information in line with relevant policies.
- **Emergency planning and response** – Where required, participate in emergency management training exercises and support Council during an emergency management response, having due regard to the safety of your family.
- **Live our values** - Be aware of and demonstrate our values in ways that support inclusivity in every aspect of our work.

Delegations of authority | Te tuku mana

Delegations for all roles are set out in the **Taranaki Regional Council Delegations Manual** as appropriate.

Personal specifications | Ngā whakaritenga whaiaro

Qualifications

- A bachelor's degree qualification in a field that is relevant to the Council's responsibilities.

Experience

- At least five years' leadership experience as a chief executive or senior executive leader, in an organisation that works within a complex operating environment that has been through a period of significant transformational change.
- Proven leadership experience across a broad range of activities related to the Council's functions.
- Demonstrate an evidence-based approach to the development and implementation of strategic frameworks and work programmes.
- An expert in issue advocacy and with building and maintaining effective relationships and gaining the cooperation of a wide range of internal and external stakeholders at an executive and political level in central government and/or industry.

Skills

- Proven ability to lead bold transformational change in a complex and rapidly changing context
- An ability to move at pace in an uncertain and ever-changing operating environment
- Management, strategic thinking and leadership skills of a high level.
- Ability to translate strategic thinking into practical effort, that achieves agreed goals in a complex and dynamic operating environment.
- Proven ability to manage, motivate and develop staff; to operate efficiently and in a professional manner, and to establish, champion and maintain a positive, enabling, and supportive culture.
- Outstanding inter-personal relationship building and staff coaching and development skills
- Proven ability to engage and maintain effective working relationships with a diverse range of individuals, groups, organisations, scientific specialists, and commercial entities including those that operate within a Kaupapa Maori construct.
- Highly developed verbal, written, and interpersonal communication skills including report writing and presentation skills.
- Able to present confidently in public and tactfully communicate sensitive topics under intense public scrutiny.
- Strong organisation and time management skills with an ability to multi-task, delivering complete solutions within tight timeframes.
- An ability to provide strategic oversight and see the 'bigger picture'.
- A community-focused approach, with emphasis on seeking and implementing innovative opportunities for added value and purpose, identifying potential issues before they happen, and proactively enhancing stakeholder engagement in long term regional sustainability.
- A successful record in building strategic partnerships across a diverse range of stakeholders.
- Ability to manage multiple priorities , and ensure that they are completed on time and within budget.

- Proven ability to identify and analyse opportunities and problems quickly and where necessary negotiate and implement practical solutions and actions.

Knowledge

- Comprehensive professional and technical knowledge of the relevant legislation and policy environments, including reform and other challenges, within which regional councils and local government more generally operate.
- Working knowledge of tikanga Māori and Te Reo.
- Advanced knowledge of the legislation and policy applicable to the functions of a regional council and local government.
- Awareness and understanding of Council's responsibilities in regard to Te Tiriti o Waitangi and Matauranga Māori.

Personal attributes

- **Collaborative** - can connect with others, listen, read people and situations, communicate tactfully.
- **Goal orientated** - show commitment and ambition.
- **Integrity** - lead with purpose and inclusiveness.
- **Resilience** - display resilience, maintain composure even under significant pressure in uncertain public and political environments.
- **Self-aware and agile** - able to receive feedback on own performance, self-assess, adapt approach, and commit to own growth and development.



Functional relationships | Te whanaungatanga mahi

Build, maintain and role model meaningful effective and sustainable relationships with;

Internal

- All Taranaki Regional Council staff
- Chief Executive
- Executive team members
- Elected members
- External committee members

External

- Public
- Tangata Whenua
- Other local authorities
- Community and business groups
- Professional advisers
- Government agencies
- Chief Executives of other regional and local authorities
- Represents the Council at Chief Executive Officer level with all outside organisations.

Changes to job description | Ngā huringa ki ngā whakaahuatanga mahi

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment. Such changes, including technological requirements or statutory changes, may be initiated by the manager of this job with due consultation with the position holder. This job description should be reviewed as part of the preparation for performance planning for the annual performance cycle.





Our key messages | Ko ā mātou kōrero mātua

Taranaki Regional Council works with the Taranaki community:

Improving lifestyles

Supporting livelihoods

Taking Taranaki forward

Our mission | Tō tātou mīhana

To work for a thriving and prosperous Taranaki by:

- Promoting the sustainable use, development and protections of our natural and physical resources.
- Safeguarding Taranaki's people and resources from natural and other hazards.
- Promoting and providing for significant services, amenities and infrastructure.
- Representing Taranaki's interests and contributions to the regional, national and international community.

We will do this by leading with responsibility, working cooperatively, encouraging community participation, and taking into account the Treaty of Waitangi.

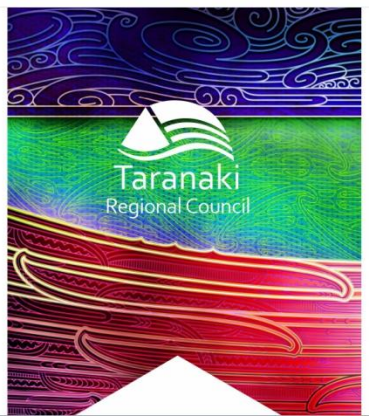
Our values | Tō tātou whanonga pono

- **Integrity** | We do what it is right, rather than what is easy.
- **Teamwork** | We are one TRC team, working together with courage and purpose.
- **Care & Respect** | We demonstrate care and respect for ourselves and others; we treat everyone with dignity.
- **Agility** | We strive for excellence, embracing change as an opportunity for innovation.









Our health and safety | Tō tātou Hauora me te haumaru

The Taranaki Regional Council is committed to a process of continuous improvement in order to achieve excellence in the management of health and safety at all of our workplaces. We recognise the positive impact that the values and benefits of enhanced health and safety bring to the organisation, our employees and our communities.

There are two key points to health and safety:

1. The safety of our people and the communities in which we operate always comes first.
2. We are all empowered and expected to challenge any unsafe situation at work.

We will achieve these by:

- Building a positive culture
- Aiming for zero harm
- Taking reasonable practicable steps
- Managing contractors
- Communicating
- Develop knowledge
- Investigating and learning

