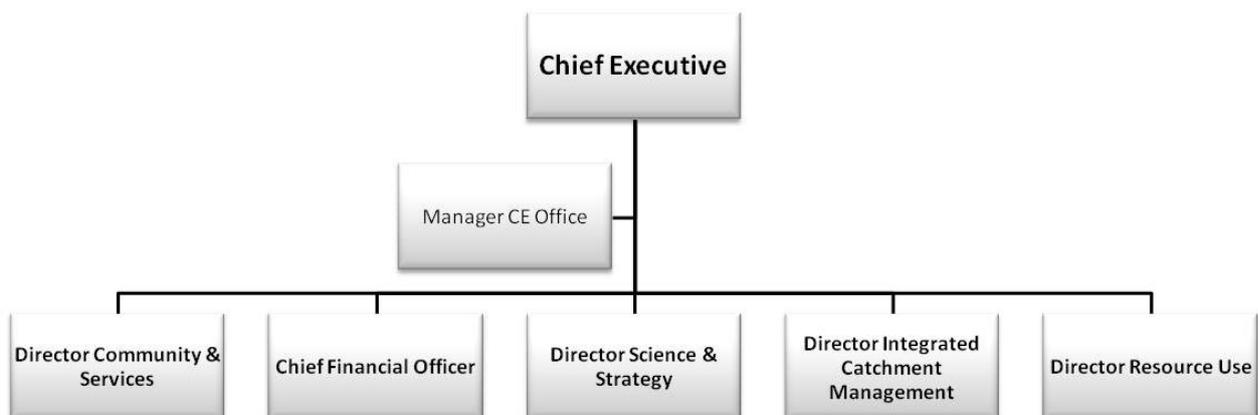


Waikato Regional Council Role Description

Job Title:	Director Community and Services
Directorate	Community & Services
Reports to:	Chief Executive
Responsible for: (Total number of staff)	92
Job Purpose:	The Director Community and Services is a member of the Executive Leadership Team (ELT) and therefore has dual accountabilities for the effective leadership of Waikato Regional Council (WRC) and for the specific leadership of the Directorate and its services. The Director is responsible for leading change to advance the values and goals shared by the organisation and our key stakeholders.
Direct Reports	Nine: Manager Customer & Community Partnerships, Manager Organisational Performance, Chief Information Officer, Manager Communications, Manager Tai-ranga-whenua, Manager HR. CDEM Group Controller, Senior Advisor Community & Services and Executive Assistant
Date:	

Organisation Context



Our values

RESPONSIBLE
DOING THE RIGHT THING

EFFECTIVE
MAKING A DIFFERENCE

RESPECTFUL
ACTING WITH RESPECT

Community and Services Directorate



This directorate supports WRC's mission by leading the preparation, implementation, monitoring and reviewing of councils policies relating to internal and external stakeholders. The Directorate leads three of the four corporate pillars of people, customers and systems within an overall culture of continuous business improvement.

Key Relationships

External

- Residents and ratepayers
- Iwi leaders, senior staff and iwi authorities
- Relevant Government Ministers, local members of parliament and their senior staff
- Crown Research Institutes, relevant ministries, and other crown agencies
- Universities
- Senior staff from regional councils
- Mayors and councillors of local authorities
- Senior staff from local authorities
- Audit New Zealand
- Consultants and professional advisors

Internal

- Chairperson
- Councillors
- Chief Executive
- Executive Leadership Team
- Managers and staff

Accountabilities and Delegations

Financial and statutory delegations will be exercised appropriately and within the defined parameters in the Delegations Manual.

Operational delegation: \$100,000

Capital delegation: \$

Statutory delegations:

Management delegations:

Key Result Areas

Jobholder is responsible for	Jobholder is successful when
<p>Strategic leadership</p> <ul style="list-style-type: none"> • Making effective contributions to, and ensuring collaboration across, the Executive Leadership Team at all times • Demonstrating collective responsibility for the key issues facing the organisation to ensure that the immediate and longer term implications, opportunities and risks are considered. • Keeping abreast of national and international issues in areas of responsibility likely to impact on WRC and providing advice to the Chief Executive and ELT on how to address these issues • Leading the preparation, implementation monitoring and reviewing of strategies and policies • Acting for the Chief Executive on an as required basis 	<ul style="list-style-type: none"> • Each member of ELT works as “one team” to lead the organisation • Key issues are managed effectively by ELT so that the reputation of the WRC is enhanced • Potential political issues are managed, with CE, Chairperson and key elected members briefed and tactically positioned for responses • Regular reviews identify that strategies and policies are effective • Robust implementation plans exist for all key strategies and policies
<p>Leadership of staff</p> <ul style="list-style-type: none"> • Providing an environment for new leaders to grow throughout the organisation • Building and maintaining a commitment to the vision and values and providing clear direction to the directorate staff • Developing and shaping capability and a high performance culture within the Directorate through the empowerment of the staff • Leading and fostering a culture of open communication • Ensuring compliance with all legal and statutory requirements, WRC policies and health and safety of all staff 	<ul style="list-style-type: none"> • The Directors and managers model the values at all times and challenge each other if they observe inconsistent behaviour • The Best Places to Work staff engagement survey organisation and Directorate results trend upwards • There is consistent application of the performance framework for all staff • Staff acknowledge that the Director and tier 3 managers have both formal and informal face to face meetings with the Directorate staff • There are no noncompliance events within the Directorate and regular auditing indicates a high level of knowledge of legal, statutory, WRC policies and health and safety requirements
<p>Directorate excellence</p> <ul style="list-style-type: none"> • Being the primary advisor to the Chief Executive and Council on matters relating to the services provided by the Directorate • Demonstrating significant knowledge and expertise in leading the delivery of the Directorate services 	<ul style="list-style-type: none"> • Meets CEO KPIs • The Director keeps abreast of external and internal events that relate to the business of the Directorate and provides timely and appropriate advice • The Director is knowledgeable and responsive to questions and enquiries on

Jobholder is responsible for	Jobholder is successful when
<ul style="list-style-type: none"> • Ensuring appropriate financial management and risk management within the Directorate • Providing leadership on driving changes in business processes and business improvement initiatives in the Directorate and across the organisation. 	<p>their business</p> <ul style="list-style-type: none"> • The Directorate does not exceed its operational and capital budget and achieves the targets in the LTP/Annual Plan • A current risk profile is in place and any new risks or changes in the risk profile have a mitigation plan that is reported to the ELT • Business improvement enhancements are measured and record an improvement in service delivery and financial and staff time savings
<p>Stakeholder relationships</p> <ul style="list-style-type: none"> • Building and nurturing sustainable and enduring relationships with a wide range of external stakeholders • Strategically managing relationships through on-going dialogue and regular contact with external stakeholders 	<ul style="list-style-type: none"> • Key stakeholder feedback indicates strong and enduring relationships are in place • The annual stakeholder survey findings show perceived increased relevance and value of the organisation and enhanced external relationships with the ELT members and tier 3 managers and staff

Note

The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance development process.

Key tasks

Key tasks	Outcomes
<p>Community partnerships and customer service</p> <ul style="list-style-type: none"> • Lead the development and delivery of WRC's customer service; stakeholder engagement; community partnership and volunteer strategies including the development of policies and procedures ensuring implementation. • Develop and implement strategies for fostering closer relationships with stakeholders and enabling them to actively engage in achieving some of the council's goals • Provide advice to the CE and ELT on issues relating to stakeholder and reputation management • Guide the development and implement strategies to develop a culture of internal and external stakeholder engagement being at the heart of all service, change and development. • Ensure that members of the community and key stakeholders are involved in the development of communication strategies and in the development of levels of service 	<ul style="list-style-type: none"> • Stakeholder and customer surveys show an upward trend in positive engagement with WRC
<p>Co-management</p> <ul style="list-style-type: none"> • Work with Iwi partners to fulfil council's co-management responsibilities and, where possible, broader Iwi aspirations that align with Council's mission 	<ul style="list-style-type: none"> • Working relationships with Iwi are effective and both parties objectives are fulfilled.
<p>Planning</p> <ul style="list-style-type: none"> • Lead the development of the Long Term Plan (LTP), Annual Plan and corporate business plan • Leading, encouraging and contributing to excellence and innovation that positively contributes to the delivery of services 	<ul style="list-style-type: none"> • The Long Term Plan and Annual Plan align and help implement Council's strategic direction • Independent audits are more than satisfactory
<p>Civil Defence and Emergency Management</p> <ul style="list-style-type: none"> • Ensure the CDEM function is effective 	<ul style="list-style-type: none"> • Independent CDEM audit is more than satisfactory CDEM relationships at a national and local political level are providing the best outcome for the region.
<p>Committee Support</p>	

Key tasks	Outcomes
<ul style="list-style-type: none"> Managing standing committees of Council including agenda items and support to the Chairperson. Primary support to Co-governance committees 	<ul style="list-style-type: none"> High quality Standing Committee agendas and well prepared to provide support to Councillors at the meetings.
<p>Business Improvement</p> <ul style="list-style-type: none"> Provide leadership on driving changes in business processes and business improvement initiatives in the Directorate and across the organisation. 	<ul style="list-style-type: none"> The organisation is increasingly efficient and effective when measured against benchmark organisations
<p>Internal services</p> <ul style="list-style-type: none"> Oversee development and delivery of internal services – communications, human resources, information technology, project management 	<ul style="list-style-type: none"> Internal services are efficient and effective and meet the needs of their diverse customers

Work Complexity

Most challenging duties typically undertaken or most complex problems solved:

- Negotiation and conflict resolution of political issues with multiple agency
- Working with co-governance partners to agree achievable goals that work towards fulfilling Iwi aspirations
- Balancing conflicting resource requirements through LTP, annual and corporate planning processes
- Working with external stakeholders to manage expectations and balance conflicting demands.
- Breadth of responsibilities including stakeholder management, information technology, human resources, iwi partnerships, civil defence

Person Specification

This section is designed to capture the expertise required for the role at the 100% fully effective level (this does not necessarily reflect what the current jobholder has). This may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience or key skills, attributes or job specific competencies.

Qualifications (or equivalent level of learning)

Essential	Desirable
<ul style="list-style-type: none"> • Tertiary qualification in a relevant discipline • Professional accreditation where appropriate 	

Knowledge / Experience

Essential	Desirable
<ul style="list-style-type: none"> • Extensive experience in a senior management role (10 + years) • Broad general management skills including strategic agility, people leadership, business acumen and positive business achievements and financial management • Proven track record of leading change and achieving cultural change in a complex organisation • Strong evidence of an ability to create a culture of innovation, collaboration, performance and transparency • Demonstrated strong political awareness and experience • Extensive networks in and credibility with the stakeholder community • Excellent communication skills – both written and verbal • Evidence of an on-going personal development programme • Self-management of own health and well being 	<ul style="list-style-type: none"> • Membership of professional organisations

Leadership Competencies

Strategic agility	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans
Priority Setting	Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus
Developing direct reports and others	Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organisation; is a people builder
Managerial courage	Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary
Drive for results	Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results
Political savvy	Can manoeuvre through complex political situations effectively and quietly; is sensitive to how people and organisations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organisational life and works to adjust to that reality; is a maze-bright person.
Interpersonal savvy	Relates well to all kinds of people-up, down and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably
Composure	Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; Doesn't show frustration when resisted or blocked; is a settling influence in a crisis

Change to job description

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– including technological requirements or statutory changes. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle or as required.

Employee Name

Date

Director

Approved: Vaughan Payne
Chief Executive

Date