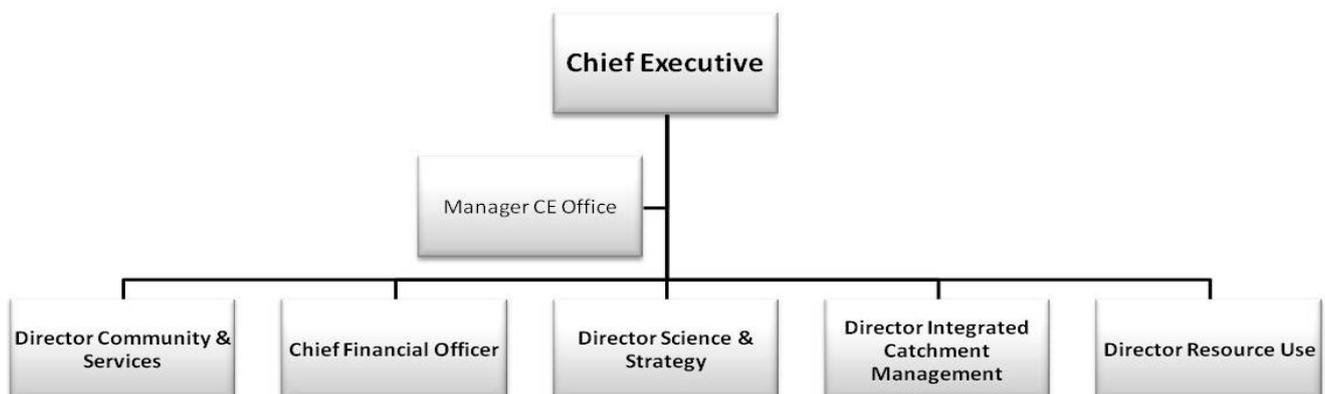


Waikato Regional Council Role Description

Job Title:	Director Integrated Catchment Management
Directorate:	Integrated Catchment Management
Reports to:	Chief Executive
Responsible for: (Total number of staff)	126
Job Purpose:	The Director Integrated Catchment Management 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	Seven: Manager Hauraki Coromandel Catchment, Manager Taupo Upper Waikato Catchment, Manager Lower Waikato/ West Coast Catchments, Manager Integrated Catchment Services, Manager Business & Technical Services, Senor Advisor ICM and Executive Assistant
Date:	

Organisation Context

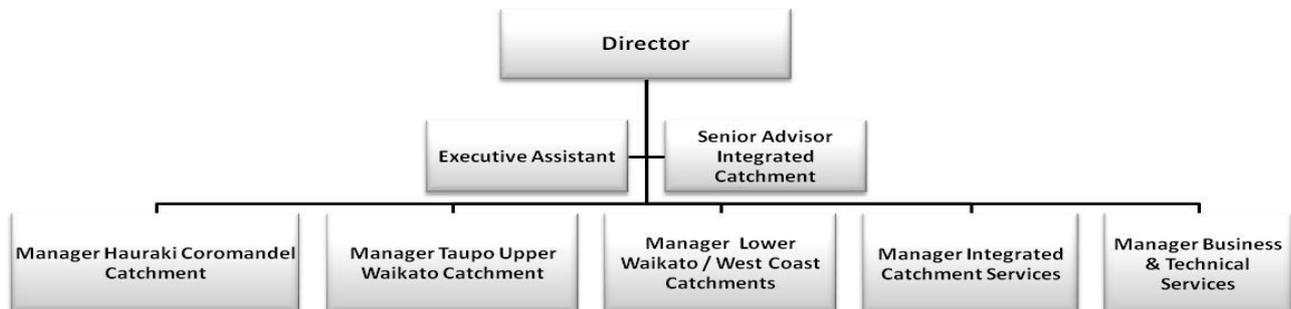
Executive Leadership Team



Our values



Integrated Catchment Management Directorate



This directorate supports WRC's mission by implementing policies that primarily relate to using non statutory methods of integrated catchment management. This includes biosecurity and natural heritage management, fostering sustainable use of land and catchments, and managing infrastructure assets of \$367 million (comprising flood protection, river management, drainage, and catchment systems).

Key Relationships

External

- Residents and ratepayers
- Iwi leaders
- Relevant Government Ministers, local members of parliament and their senior staff
- Crown Research Institutes
- Universities
- Senior staff from regional councils
- Mayors and councillors local authorities
- Senior staff from local authorities
- Consultants and professional advisors
- Related industry representatives

Internal

- Chairperson
- Councillors
- Subcommittee chairs and members
- 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 implementation of integrated catchment management strategies and policies. • Guiding the preparation monitoring and review of integrated catchment management strategies and policies • Leading, encouraging and contributing to excellence and innovation that positively contributes to the delivery of services • Contributing to developing a culture of internal and external stakeholder engagement being at the heart of all service • 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 integrated catchment management strategies and policies are being effectively implemented • Well connected and integrated delivery of cross directorate work programmes • Customer surveys show an upward trend in positive engagement with WRC • High quality Standing Committee agendas and well prepared to provide support to Councillors at the meetings’
<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

Jobholder is responsible for	Jobholder is successful when
<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 • 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. • Ensuring co-management obligations are built into all appropriate work programmes 	<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 their business • 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 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>Works programmes</p> <p>To oversee the development of Directorate long term and annual work programmes and budgets in areas of responsibility</p>	<ul style="list-style-type: none"> • Works programmes meet the needs of the stakeholder groups • Works are undertaken in accordance appropriate standards and within budget • Works programmes achieve set and agreed levels of service • Works programmes connect with and inform other relevant internal and external business areas
<p>Catchment Management</p> <ul style="list-style-type: none"> • To work with catchment stakeholders to enhance the sustainability of land use • To achieve integrated, whole of catchment, outcomes 	<ul style="list-style-type: none"> • Local groups have effective plans for enhancing the catchments • Catchment areas/zones have strategic and operational management plans in place that will deliver agreed outcomes • Conflicts regarding land use and catchment protection schemes are resolved
<p>Biosecurity planning and operations</p> <ul style="list-style-type: none"> • Oversee development and implementation of biosecurity, biodiversity and natural heritage operating policies and plans • Develop programmes for active stakeholder engagement in biodiversity programmes 	<ul style="list-style-type: none"> • Work plans are established and fulfilled • Biosecurity incidents are dealt with in appropriate timeframes • Regional pest management strategy objectives are met • Level of community engagement in biodiversity is monitored and enhanced.
<p>Flood control, river management, and land drainage</p> <ul style="list-style-type: none"> • Oversee the development, and effective management and delivery of flood protection, river management, and drainage services • Oversee the development and delivery of natural hazard risk management plans and flood response in accordance with policy 	<ul style="list-style-type: none"> • Delivery of programmes and services in accordance with adopted programmes and service levels. • Assets and systems managed in accordance with asset management requirements and plans
<p>Regional catchment offices</p> <ul style="list-style-type: none"> • Oversee the coordination and delivery of local services through catchment offices 	<ul style="list-style-type: none"> • Effective delivery of Directorate and other council services from catchment offices
<p>Contract Management</p> <ul style="list-style-type: none"> • Ensure that contracting policies and procedures are maintained 	<ul style="list-style-type: none"> • Contracting out work meets the standards required and is completed within budget.
<p>Committee Support</p> <ul style="list-style-type: none"> • Managing Standing Committees of Council including agenda items and support to the 	<ul style="list-style-type: none"> • High quality Standing Committee agendas and well prepared to provide support to Councillors

Key tasks	Outcomes
Chairperson. Primary support to Catchment Committee and zone sub-committees	at the meetings
<p>Corporate Planning</p> <ul style="list-style-type: none"> Contributing quality and timely inputs to the Long Term Plan (LTP), Annual Plan and Directorate Business Plan 	<ul style="list-style-type: none"> Each member of ELT contributes effectively to the development of strategies, policy, innovation and business improvement to achieve the LTP and Annual Plan targets

Work Complexity

<p>Most challenging duties typically undertaken or most complex problems solved:</p> <ul style="list-style-type: none"> Overseeing large, complex, and politically sensitive works projects Overseeing a diverse range of activities, and significant operational and capital work programmes Determining priorities and competing demands for works programme across the region Leading politically contentious biosecurity programmes Balancing and resolving the conflicting priorities across Directorate and organisational programmes Negotiating actions and outcomes with and between Iwi, agencies, communities and landowners where there are conflicting views and aspirations Ensuring landowners and communities understand the value of and support programmes to which they make significant financial contribution

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 • Experience in local government • Experience with biosecurity, land management, catchment management, flood protection and river system management or related field

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

Director

Date

Approved: Vaughan Payne

Chief Executive

Date