



Job Description

Last updated: October 2018 draft

Group Manager Community Assets and Services

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| Work Unit: | Community Assets |
| Responsible To: | Chief Executive Officer |
| Responsible For: | Strategic direction, operational oversight and accountability for Council and community services relating to building control, policy planning, roading, 3 waters and utilities. |
| Job Purpose: | <p>This job exists to: Provide strategic direction and leadership, supporting governance in key decision making, across land transport, 3-waters, utilities, building and planning services of Council to the community.</p> <p>As a member of the Core Leadership Team this role contributes to the wider strategic leadership of Council, has overall responsibility for providing visionary long-term infrastructure thought leadership and planning, and innovative service delivery to meet the long-term strategic challenges and issues in the delivery of the Groups services.</p> <p>Furthermore a priority for this role will be the support and integration of the community's aspirations, namely community and economic development, in the delivery of the Groups services and the application of the 4-well beings. This means:</p> <ul style="list-style-type: none"> • Proactively leading strategic thought leadership, providing innovative options for strategic decision making by Council • Providing robust, timely and well thought out advice for governance • Delivering transformational leadership and collaborating on transformation initiatives • Leading a highly professional team in the delivery of the groups services, transforming infrastructure, building control and policy planning as a service • Overall accountability for the operational management and delivery, that supports the customer service ethos, of the groups services and people • Responsible for the groups budget management, forecasting, planning and timely reporting and exercising financial delegations • Managing key relationships in the community, including elected members, tangata whenua, interest groups, Council senior management and the general community |
| Financial delegated authority: | TBA |



Organisation Context

Please see attached organisation chart.

Functional Relationships

External

- Customers
- Ratepayers and residents
- Developers
- The public
- Contractors and service providers
- Consultants and professional service providers
- Community stakeholders and special interest groups
- Other local authorities
- Industry and professional bodies i.e. NZPI, LGNZ, SOLGM, MBIE etc
- Other professional associations
- Tangata whenua
- Other utility providers

Internal

- Mayor
- Councillors
- Core Leadership Team
- Direct reports
- Group staff
- All staff



Vision / Values

VISION / MOEMOEĀ

Connected communities

Hapori Tūhono

Desirable lifestyles

Āhua Noho Tōreere

Treasured environments

Taiao Piki Kōtuku

VALUES / NGĀ WHAI TIKANGA

Whanaungatanga (Connectedness)

Rangatiratanga (Leadership)

Auahatanga (Creativity / Innovation)

Oranga (Well-being)

Iwi Whānui (Inclusiveness)

Aroha (Compassion)

Kia mau tonu ki nga whai hua o te Whanaungatanga, Auahatanga, Rangatiratanga me te Aroha, hei Oranga mo te Iwi Whānui

Hold fast to the values of Connectedness, Creativity, Leadership and Compassion, for the Inclusive Well-being of our community

Key Result Areas

The position of Group Manager Community Assets & Services encompasses the following major functions or Key Result Areas:

1. Strategic and thought leadership / supporting strategic governance decision making
2. Customer service leadership and service delivery ownership
3. Continuous improvement to enhance community service and support strategic aspirations
4. People leadership, across Group and influencing across the organisation
5. People management / and high performing team leadership
6. Business management and continuous improvement
7. Compliance and risk management
8. Serving the community
9. Organisational contribution

Key Result Areas

| Job holder is responsible for: | Job holder is successful when: |
|---|--|
| <p>1. Leadership of Group</p> <ul style="list-style-type: none"> Long term strategic issues and challenges are provided for to ensure the future viability and sustainability of our assets to achieve our long term community aspirations Deliver thought leadership and robust advice to the organisation, staff and governance, to meet the strategic challenges and to influence future focused and robust decision making Deliver effective strategic planning for total group in line with WDC purpose and vision, with a particular focus on transformation and collaboration within and across Groups All projects will ensure and maintain long term sustainable strategic viability of all services provided by Council. Ensure all services, within Group, provided by Council conform to appropriate standards and practices. Directing and focusing Council's BCA functions under the Building Act to ensure efficient, compliant and effective delivery of | <ul style="list-style-type: none"> Strategic planning delivers on WDC purpose and vision Key transformation, innovation and collaboration activities are delivered and effective All services provided by Council conform to appropriate standards and practices and compliance regulations. Long term requirements of services provided by Council are assessed and those requirements are reported for consideration for inclusion in long term plans. Development proposals are processed quickly and accurately with Council's needs addressed and protected. Provision of services in the future are investigated and results reported to Council for consideration in long term planning documents. Policies are formulated that ensure certainty in managing service provision. Asset management planning is continued and improved, providing accurate information for |



WAIROA DISTRICT COUNCIL

P +64 6 838 7309

W www.wairoadc.govt.nz

F +64 6 838 8874

p PO Box 54, Wairoa 4160, Hawke's Bay

E administrator@wairoadc.govt.nz

A Coronation Square, Queen Street, Wairoa

E administrator@wairoadc.govt.nz

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F +64 6 838 8874

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| <p>consents and approvals with a service based outcomes approach.</p> <ul style="list-style-type: none"> • Directing and focusing Council’s functions under the Resource Management Act to ensure efficient and effective delivery of consents and approvals using a service based approach • Ensure the Group delivers road assets and services in an effective and efficient manner. • Proactively provide reports to Council, Council Committees, senior staff and other audiences on opportunities and issues to assist council achieve its strategic objectives, foresee and mitigate any issues, and resolve situations or drive service improvements • Ensure estimates, contract management, works programmes and Activity Management Plans for all group activities are prepared and executed effectively and efficiently. • Ensure all work, contracts, tendering and Activity Management plans and Long Term Planning complies with Council’s vision, policies, objectives, strategic outcomes and budgets (including risk management planning) and complies with all legal requirements • Ensure the District Land Transport Programme (DLTP), including risk management, is managed effectively and efficiently • H&S systems are in place, promoted, supported and followed to manage the safety of all employees, contractors and public in area of control, in accordance with H&S compliance legislation and internal H&S protocol. | <p>inclusion in operational, project and planning processes.</p> <ul style="list-style-type: none"> • Geographical Information Services are maintained and investigated for improvement and enhancement. • Specialist consultancy services are only utilised when solutions cannot be procured “in house” • Project outcomes meet project specifications • Short and long term, strategic, physical and financial plans are in place for all of Group activities • Staff, contractors, visitors and the public - within the incumbents span of control - are safe and the potential for harm is effectively risk managed in accordance with H&S compliance and internal H&S protocol. <p>Land Transport</p> <ul style="list-style-type: none"> • Wairoa District Councils land transport network and associated roading assets are maintained to a level acceptable to the community, meeting appropriate roading standards and supports the strategic objectives. • DLTP is submitted on time for both Land Transport New Zealand and Council’s Long Term Plan. • Targets in NZTA performance agreement are in place and achieved. • All necessary reports have been prepared and issued on a timely basis. |
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| 2. Customers first and stakeholder relationships and management | |
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| <ul style="list-style-type: none"> • All stakeholder relationships are effectively managed to deliver the performance expected. • Ensure that the Group provides high standards of service and that professional stakeholder relationships are developed and maintained at all times. <ul style="list-style-type: none"> ○ Stakeholders are listed above ○ Expected behaviours include; courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation, facilitating, influencing and persuading, resolving conflicts, mediating, negotiating, formal negotiation, supervising, leading • The Council and community groups are aware of services/operations and can contribute their ideas to the provision of credible services. • Service delivery results in the Council and the community being satisfied with the delivery of those services. • Service and outcomes based approach to our work as opposed to a rules based approach • The Chief Executive is kept informed about matters relating to all services within Group | <p>All Stakeholders of the group are satisfied with communication, interaction, reporting and delivery of services from the total group.</p> |
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| Jobholder is responsible for | Jobholder is successful when |
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| <p>2. Engineering Consultancy</p> <ul style="list-style-type: none"> • Ensure that an in-house Civil Engineering Consultancy Service for Council's operations is provided. This service provides: <ul style="list-style-type: none"> ○ technical advice for the services provided by Council in the areas of water, wastewater, stormwater, waste management, land transport, properties. ○ Other technical advice that may be required by other departments of Council. • Provide project management including investigation, design, reporting, contract | <ul style="list-style-type: none"> • Technical advice and project scopes are professional, timely, accurate, well researched • Projects are delivered effectively, to budget and on time • Changes to the annual work programme are handled effectively |



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| <p>writing, tendering, and contract administration and supervision.</p> <ul style="list-style-type: none"> • Investigation and approval of civil engineering aspects of development applications. • Infrastructural asset management services. | |
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| Jobholder is responsible for | Jobholder is successful when |
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| <p>3. Organisational Leadership</p> <p>The GM - Community Infrastructure and Development is a member of the Chief Executive’s Core Leadership Team and is accountable for:</p> <ul style="list-style-type: none"> • Supporting the Chief Executive in making decisions and help the Chief Executive to run the Council organisation • Role modelling high level, values based leadership, that focuses on service and customer outcomes • Leading transformation within and across Groups • Representing the Group • Representing Council on the Delegations Committee. • Attending Council and Committee Meetings and to convene public meetings. • Consider resource consents and development proposals and decide on appropriate conditions for approvals. | <ul style="list-style-type: none"> • Professional and expert advice and discussion is provided that considers and represents the needs of all Council and the ideas of the various represented groups • The CE and team are supported in day to day matters and in key transformation activities and is kept informed of relevant matters • Knowledge of the organisation is improved, and professional and expert advice is given to Council and at public meetings. • Council is seen as a credible and collaborative partner in developing the community and meeting ratepayer needs. • Advice at public meetings is professional, accurate, and conforms with Council policy, and convened meetings are well run. |

| Job holder is responsible for: | Job holder is successful when: |
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| <p>4. Group Management</p> | |

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| <p>Effectively lead the Group to deliver on WDC purpose, vision, values and strategic direction</p> | <ul style="list-style-type: none"> • Staff in the Community Assets and Services Group are led in a manner that creates a supportive and results oriented, team environment and encourages the highest level of innovation, personal development and performance of staff. • Staff engage with WDC purpose and vision and key transformation activities. • Staff provide a courteous, helpful, timely and effective level of customer service to a standard that meets their customers' reasonable expectations. • Staff are well informed, have the appropriate qualifications and are supported to develop professionally and personally • All legislative requirements applicable to local government service provision are met. • The Group's work is carried out within approved budgets, or exceptions agreed and approved. • All work is programmed and regularly reviewed to ensure everyone can know what is happening. • The Chief Executive is kept informed of staffing and resourcing requirements of the Community Assets & Services Group to achieve the Group's objectives. • All requirements of a "good employer" are met, staff are happy in their work. |
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| Job holder is responsible for: | Job holder is successful when: |
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| 5: Compliance and risk management | |
| <ul style="list-style-type: none"> • Ensure resource management, planning, and regulatory services meet legal requirements | <ul style="list-style-type: none"> • Expected results: <ul style="list-style-type: none"> ○ To oversee and coordinate the processing of applications for resource consent, and all licences, certificates and approval granted or issued by Council ○ To ensure that monitoring is undertaken for the purposes of achieving compliance with the Resource Management Act, the District Plan, other statutes and bylaws, |

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| | <ul style="list-style-type: none"> ○ To oversee, and where appropriate, undertake the preparation and presentation of Council’s case in proceedings before the Environment Court, District Court or other court, with Council’s solicitor / barrister ○ Ensure all resource management, planning, environmental and regulatory services procedures and staff follow Council health and safety policies, procedures and plans. ○ Ensure the BCA maintains is legal independence. ○ Ensure Councils BCA maintains its Accreditation . |
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| Job holder is responsible for: | Job holder is successful when: |
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| 6: Working with the community | |
| <ul style="list-style-type: none"> ● Consider and respond appropriately to the community’s needs and positively promote the image of Council | <ul style="list-style-type: none"> ● Expected results: <ul style="list-style-type: none"> ○ The provision of responsive, interactive and sensitive community services and information to the public ○ Develop harmonious relationships with representatives of agencies who have business or cultural association with the Council by taking account of tikanga Maori and the Treaty of Waitangi concerns and issues ○ Ensure departmental staff provide a diligent, courteous and accessible service to the public ○ Ensure that all departmental staff and information sources are easily and quickly accessible to the public ○ Ensure that proper account of tikanga Maori and the Treaty of Waitangi is taken in all activities |



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.

Person Specification

This section is designed to capture the expertise required for the role at the 100% fully effective level. As such it may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience, key skills, attributes or job specific competencies.

Knowledge / Experience

| Essential <i>(indicate years of experience required as appropriate)</i> | Desirable |
|---|--|
| <ul style="list-style-type: none"> • 5-10 years' experience in proven, effective, strategic group leadership of multiple services, including Infrastructure, Land Transport and Utilities and Consents or other complex services • 5- 10 years' experience in leading transformation and collaboration within multiservice groups and across groups, ideally within a council environment or similar • Proven experience in effectively leading projects across multiple services • Proven achievements and innovations at a group leadership level of multiple services • Proven experience in effectively representing at a senior level in local government activities • Proven experience in leading and managing effective stakeholder relationships in area of accountability | <ul style="list-style-type: none"> • Broad working knowledge and understanding of services under the roles span of control • Experience in managing and maintaining infrastructural assets |

Qualifications (or equivalent level of learning)

| Essential | Desirable |
|---|---|
| <ul style="list-style-type: none"> ▪ Post graduate leadership and management qualifications (e.g. MBA) ▪ Or demonstrated expertise in the Management of a large organisations work force focussed on service delivery to the public | <ul style="list-style-type: none"> ▪ Under graduate degree in a related field, economics, law, management, engineering etc |

Key Behaviours / skills / attributes / job specific competencies

All employees are measured against the following **Key Behaviours** as part of Performance Development:

- Strategic leadership and effective leadership of multiple services
- Coaching and Development ability
- Strategic planning ability
- Stakeholder Management
- Advanced Project Management ability
- Commitment/ Personal Accountability
- Professional/Technical Expertise
- Teamwork
- Customer/Diplomatic Focus
- Effective Communications & Relationships

Personal Attributes

- Ability to engage teams and people with direction and transformation



- Politically astute
- Sensitivity to economic and environmental factors
- Ability and judgement to resolve conflicting objectives
- Appreciative of staff, customer and community needs
- Enthusiastic, energetic and self-motivated
- Flexibility in approach to work requirements
- Advanced interpersonal and stakeholder management skills
- Commitment to professionalism in work and attitude
- Excellent computing, written and oral communication skills
- Willingness to learn and be involved in a variety of tasks
- Ability to organise work, set priorities and meet deadlines
- Sense of humour

Key behaviours for all staff as part of performance development

All employees are measured against the following key behaviours as part of performance development:

- Commitment / Personal accountability
- Professional / Technical expertise
- Teamwork
- Customer / Diplomatic focus
- Effective communications and relationships
- Leadership (Team Leaders / Managers)
- Coaching and development (Supervisory / Management only)
- Strategic perspective (Manages) Tactics (Team Leaders)

Competencies

This section describes the competencies and level of competence for this job.

These are the seven units of competency which build on and reflect Council's Corporate Values. When combined with the actions and behaviours details in those values, the result is effective performance on the job. For each unit of competency there are listed:

- Those elements which must be present to ensure effective performance; and
- The degree or level of competence required in those elements "average" or "high"

| Unit | Element | Level of Competence |
|------|---------|---------------------|
|------|---------|---------------------|



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| <p>Communicate Effectively</p> | <p>Listen actively</p> <p>Use appropriate language</p> <p>Produce clear, accurate correspondence</p> <p>Use effective non-verbal techniques</p> <p>Read and confirm understanding of written information</p> <p>Use effective questioning techniques</p> <p>Make effective presentations</p> <p>Confirm understanding of verbal communications</p> | <p>High</p> |
|---------------------------------------|--|--------------------|

| Unit | Element | Level of Competence |
|--------------------------------|---|---------------------|
| Plan work | Identify tasks Identify resources needed Draw up budgets Obtain necessary authorities Prioritise necessary tasks Establish timeframes Anticipate possible variations Schedule review of plan on completion of work | High |
| Implement Plans | Audit work plan to confirm desired outcomes Obtain necessary resources: <ul style="list-style-type: none"> • Materials • Personnel Assign tasks and resources Monitor progress against plan Manage unexpected variations Review both completed work and the plan – compare and report | High |
| Provide Quality Service | Maintain knowledge of Council's structures and activities Follow a quality approach in delivering existing services Apply technical knowledge and skills effectively Use positive communications style Manage conflict situations Review and Improve customer service Be innovative and flexible | High |
| Work in a team | Work to agreed ground rules Establish agreed team goals Give and receive feedback on individual and team performance Use appropriate decision-making processes Help others to develop to their full potential Resolve conflicts within the team | High |



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| | <p>Recognise and utilise the diverse contribution of individuals</p> <p>Lead team activities</p> <p>Support team activities</p> | |
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p PO Box 54, Wairoa 4160, Hawke's Bay

E administrator@wairoadc.govt.nz

A Coronation Square, Queen Street, Wairoa

E administrator@wairoadc.govt.nz

V Colours:rou 2dnie' 0neeu 2ireet' Wairoa

F +64 6 838 8874

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| Unit | Element | Level of Competence |
|--------------------|---|---------------------|
| Manage Self | <p>Identify how personal needs and values fit with those of Council</p> <p>Turn identified work roles and responsibilities into actions</p> <p>Establish realistic and agreed objectives</p> <p>Use personal coping strategies to handle unusual situations</p> <p>Share work responsibilities</p> <p>Follow a personal development plan:</p> <ul style="list-style-type: none"> • Specialist training • Personal interest <p>Regularly review own performance to identify potential</p> <p>Maintain balance between work and other</p> <p>Be a good role model</p> | High |
| Leadership | <p>Lead the development and maintenance of the wider team mission, goals and objectives</p> <p>Model commitment to the mission, goals and objectives</p> <p>Create a positive environment with opportunities for development and innovation</p> <p>Build an sustain the wider team's trust</p> <p>Develop inter-dependent team relationships</p> <p>Manage conflict</p> <p>Delegate tasks as appropriate</p> <p>Build motivation and optimism</p> <p>Manage performance and coach</p> <p>Negotiate effectively</p> | High |

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. Such change may be initiated as necessary by the manager of this position. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle.

Approved: (Manager / Supervisor)

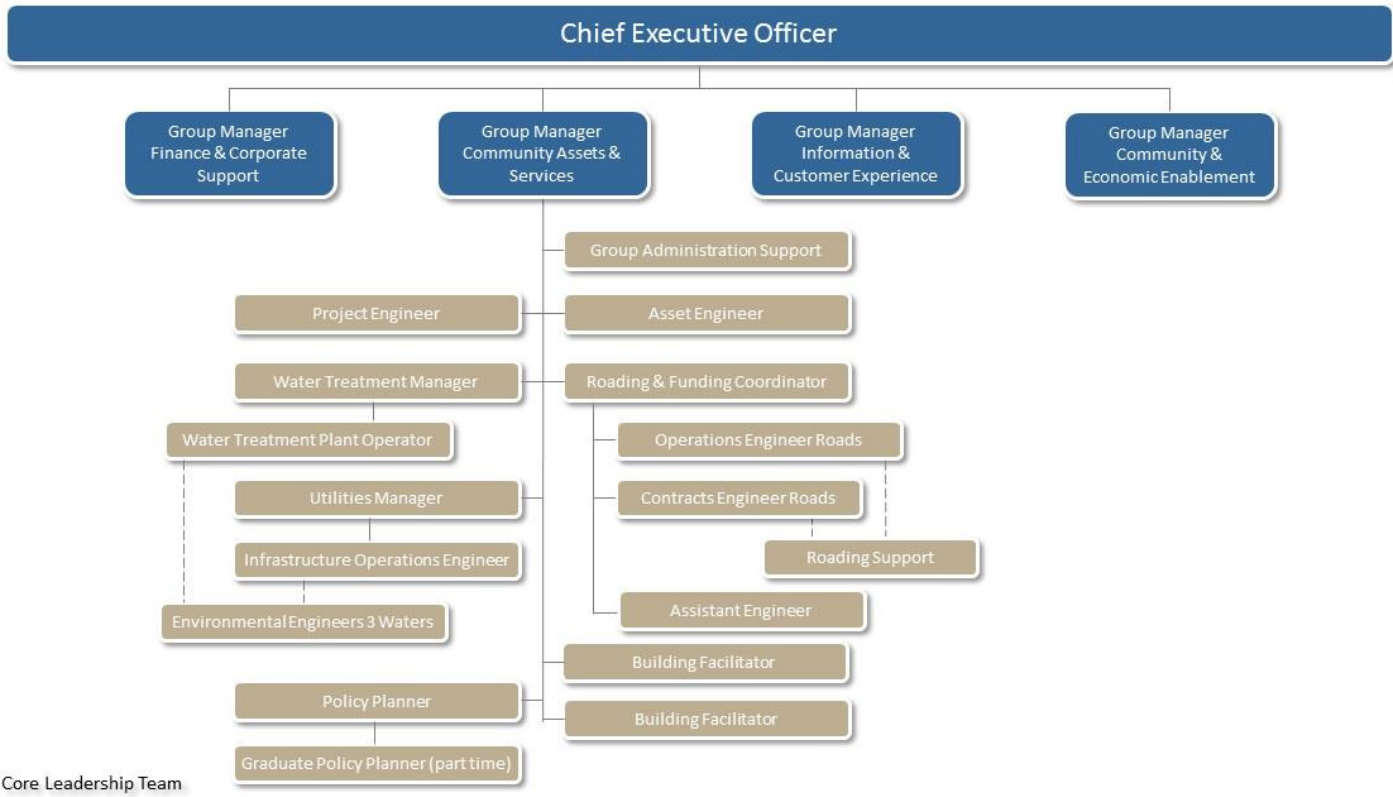
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Employee

Date

Organisation Chart



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