ROLE DESCRIPTION

January 2026

Title & Reporting Relationships

Position Title:	**Strategy and Policy Manager, Strategy Growth and Group**
Reports to:	Group Manager Strategy and Growth
Grade:	SP22
Direct Reports:	Approx. up to 15 FTE (including project-based matrix management)
Delegated Authority	**Financial:** This position holds a financial delegation of $60,000. The position holder is authorised to enter into any contracts in relation to the duties of the position up to this specified limit in accordance with the Council's procurement policy. **Human Resources:** This position holds a delegation at Level C. A copy of the HR Delegations is attached.
Purpose of the Group and the Position:	The **Strategy and Growth Group** houses the Council's sustainable development functions ensuring that there is a collective drive for 'good growth' in Kapiti. Overall the Group is responsible for the strategy (incl strategic property) and policy, research and urban planning (including district planning), venture and investment matters, strategic housing and development matters, and economic development; and consenting (resource consents, building team including LIMs). The teams within this Group work collaboratively together and across the organisation to support sustainable growth and development; ; including support of the Recovery Programme, in the event of a significant emergency. Reporting directly to the Group Manager, the **Manager Strategy and Policy,** is a senior role, responsible for oversight of policy and strategy, and relevant strategic advice for key parties, for Council operations. The Manager Manager Strategy and Policy is a key leadership role in the local regulatory system which covers 'design', 'delivery' and 'understand' functions to ensure local regulation is effective. In practice, this pivotal role manages a component of the Council's 'design' regulatory functions through the policy work programme and it supports the GM Strategy and Growth to set out the priority for policy and strategy work across each

triennium. It provides intellectual grunt for Councillors' and other key parties to: set our collective direction; design and maintain the organisation's strategic architecture; and to ensure our policies, bylaws, and strategies set appropriate rules and boundaries to ensure we met legislative requirements and support sustainable development and growth. This includes having mandate to establish a maturity improvement programme relevant to the area of this role's responsibilities to ensure that Council operations work related to policy and strategy is supported by fit-for-purpose processes, systems, tools and capabilities.

Further, in support of the GM and elected members, this role provides advice to set, prioritise, and monitor progress against elected members "Top-10 priorities" now and into the future to keep line of sight with delivering to our community aspirations as set by Vision Kapiti.

Lastly, this role will provide key leadership to identify and progress opportunities for alternative funding streams (outside of rates revenue) for key activities of Council, including advisory support to the new economic development and housing externally placed operating models.

Due to the nature and focus for this role, it requires a sharp-minded approach and demonstrated clear thinking, excellent influencing, communication and relationship management skills.

Internal Customers:

This role is responsible for establishing and maintaining effective, co-operative and professional working relationships with all stakeholders including:

- Group Manager Strategy and Growth
- Senior Leadership Team and Chief Executive
- Strategy and Growth Senior managers
- Members of the Group
- Communications team
- Other staff and managers from across Council team

External Customers:

- Elected Members
- Ministers Office and MPs
- Greater Wellington Regional Council
- Staff in other local authorities and government
- The Economic Development Kotahitanga Board (and new Trust, and company that is formed)
- Kapiti Housing Solutions Trustees, and its Chair
- Residents, ratepayers and community groups
- Other stakeholders

KEY RESPONSIBILITIES AND OUTCOMES

In the current local government environment, the Council must be well positioned and supported to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for businesses and households. The Council needs to be ready for, and respond appropriately to, changes in external operating environments (such as shifts in government policy), which in turn influence how we do things. The Council is

working to be well-positioned not only to see what is coming but also to take opportunities to influence the shape of these externally driven changes.

Our behaviours demonstrate our commitment to build and maintain an organisation that is acknowledged and respected for being:

- Caring – we understand our customers' needs, share information and work as a team;
- Dynamic – we bring a can-do attitude to make it happen; and
- Effective – we get it right and deliver consistent, value for money services.

Staff will be aware of political sensitivities, support equal employment opportunities, and demonstrate an understanding of the implications of the Treaty of Waitangi on the operations of a local authority.

Functional Key Results

- Lead the development and delivery of the policy work programme, and underpinning projects relative to strategy (incl strategic property), policy and strategic advice.
- Maintain Kapiti Coast Council's policies and bylaws, ensuring that legislative and statutory requirements are met.
- Represent Council in policy and strategy forums, including addressing select committee if required.
- Ensure the *Strategy and Policy* team provide effective and timely analysis, reports, briefs, strategies and other policy and strategy outputs. Including to third parties such as the new entities for housing and economic development, as agreed with the GM.
- Work with other Senior Managers in the Strategy and Growth Group to ensure the local regulatory system is effective, efficient, relevant and resilient to future growth and changes in operational requirements, as a result of central government reforms.
- Develop and implement the organisational model for strategy and policy, including strategic frameworks, and wider related work as is agreed with the GM, and Senior Leadership Team. Ensure strategic initiatives and programs are visible and impactful through effective communications and tools.
- Lead out on the Totara hui, to bring together Tier-3 and above to work on the direction of the organization; and lift strategic capability across the organisation so that there is well-evidenced alignment between outcomes and delivery of services.
- Assess and implement best practice frameworks for the Council's internal policy suite for the organisation; and provide strategic oversight and advice around the sufficiency of existing and proposed changes to the policy suite over time.
- Support the GM to work with the Mayor and Council to develop their strategic priorities, and to maintain the Top-10 priorities framework. Drive monitoring activity against the priorities.
- Develop advice for SLT and Council, in collaboration with the wider Group, around the strategic choices and scenarios for the future which can support achievement of the outlined goals in the Long-Term Plan, through effective prioritisation and sequencing.
- Lead the development of the strategic direction section of the Long-Term Plan, and working in conjunction with the Corporate Group to ensure that activity-level plans will effectively execute the strategy set out.
- As agreed with the GM, engage in national and regional level strategy and policy programmes to ensure that strategic priorities and intentions are aligned. Support and maintain strategic partnerships at district and regional, and national levels.
- Lead the overall environmental scanning assessment to support policy and strategy development across the organisation and Council related work, including the Long-Term Plan and Annual Planning processes. Identifying emerging strategic issues

and opportunities, including through cross government and inter-agency engagement.
- Proactively stay across the government policy landscape and translate government policy priorities into impacts and opportunities for Kapiti. Ensure submissions on reforms are well articulated and relevant to Kapiti and the political position of Council (including elected members).
- Provide quality, timely advice to the Group Manager, SLT, Council on any policy, strategy or strategic matter which are relevant to sustainable development, Group operations and/or are agreed as relevant strategic initiatives.
- Ensure that all work is undertaken in accordance with Council policies, programs and instructions.
- Ensure the Group Manager is provided with specific deliverables as requested.

Leadership

- This role is expected to provide Strategic Leadership, as part of the Senior Management Team of S&G, and to work through the Tier-4 Lead roles which report into it to delegate and support career progression of staff.
- Managerial oversight for Council's policy and strategy functions and/or areas agreed with the GM Strategy and Growth. Ensure effective leadership of the *Strategy and Policy* team to enable them to operate as a cohesive team.
- Ensure that your Leads and staff are current in their knowledge in legislation and training is available to keep pace with best practice.
- Effectively delegate management of day-to-day work to Tier-4 Leads and/or principal and/or project-leads, to ensure outputs and timeframes are met. Engage proactively in matrix management approaches to make the most of staff time and capability.
- Schedule and conduct regular team meetings to enable the team to be informed and up to date in their areas and those areas that cross over with other teams.
- Set clear performance goals for individuals and ensure team member performance is monitored, reviewed with appropriate and timely feedback, and written performance reviews are formally completed in a timely manner.
- Ensure adequate provision of backup/cover for team members.
- Be a role model for 'above the line behaviours' and the delivery of consistent high customer service levels to internal/external customers to champion Council values.
- Establish an effective performance culture within the team through engagement in Group culture and team improvement activities. Ensure that Tier-4 leaders are accountable for supporting and coaching other team members, and fostering a teamwork approach to the delivery of both the team and the Group's outputs.
- Engage in talent management approaches including identifying training and development for individuals, as appropriate.
- Work with the GM and collaboratively with Managers within the Group, and across the organisation, to support delivery of key projects and strategic intent.
- Create external and internal networks to support agreed work programmes.
- Represent the Council in forums that will contribute to the Council's reputation for excellence and expertise.
- Contribute to working parties, steering groups and other entities, to effectively progress solutions to complex issues.
- Actively and positively coach less experienced team members, and with cohorts across the Group, to grow skills and improve performance.

Personal Key Results

- Demonstrate commitment to organisational values through behaviour that is consistent with our caring, dynamic and effective approach to customer service.
- Establish and maintain effective and efficient working relationships with all stakeholders.
- Contribute collaboratively, positively and effectively to the operation of the team, the Group, and the organisation as a whole.
- Take responsibility for your own self development in order to enhance skills and

knowledge applicable to current and future positions.
- Exhibit behavior which is consistent with the understanding of the Treaty of Waitangi and its application for the Council.

Health and Safety

All managers are expected to be champions for health & safety excellence.

All employees have a responsibility to work towards keeping a safe and healthy work environment by following safe work methods, identifying work place hazards and risks, using appropriate safety equipment, and complying with all policies and procedures that are in place. Employees must take reasonable care of their own health and safety and ensure their actions or inactions do not cause harm to themselves or others.

Expectations of manager responsibilities for health and safety include but are not exclusive to;
- Visibly demonstrating to their team and stakeholders that good health and safety practices are an integral part of the Council culture
- Integrating health and safety requirements and expectations into daily business making decisions
- Proactively monitoring the resources required achieve agreed health and safety performance targets
- Reviewing health and safety performance with an inquiring mind, looking to understand and gain insight and assurance that risk is being effectively managed and balanced along with other Council priorities
- Hold self to account through setting clear expectations and performance goals that enable each person to contribute towards making Council a safe and healthy place to work.

At the discretion of the Council, as part of a rehabilitation program, you may be required to return to work to undertake such alternative duties as are available and are as reasonably within your capability and level of fitness as determined in consultation with a registered medical practitioner.

Essential Skills, Knowledge and Experience

- At least 5-8 years' experience in Management roles in relevant local or central government. Extensive experience in strategic leadership and/or government or local government policy.
- **Must** have previous management role and lead a policy 'shop' team (including strategy and policy) in local government (preferred).
- Excellent track record in dealing with ambiguity. Expertise in providing strategy and policy advice to Senior Management Teams and politicians.
- Strong experience in leading and mentoring a team, demonstrating a commitment to career development and learning.
- Demonstrated sound political nous, competent at navigating highly political environments and working closely with elected members, and an appreciation of the Council's business environment and its strategic priorities.
- Effective time management skills and ability to delegate effectively to support high-performing teams.
- Evidence of highly skilled stakeholder engagement and ability to relate with a wide range of people. Demonstrated approachable senior leadership style that can confidently navigate across government partners and stakeholders to lead strategic policy outcomes
- Evidence of effective communication skills including excellent written communication and verbal skills, with the ability to confidently communicate with a variety of audiences.
- A strong network across government, local government and other sectors.

Working knowledge and experience of machinery of government and how to navigate it at local and central government levels.
- Demonstrated experience in developing strategies, policies, bylaws, and plans involving groups with multiple, and at times competing, interests. Strong track record in strategy development and translating through to delivery, including support of change management and cultural activity to execute strategy.
- Experience in environmental scanning and an understanding of the environmental, economic, social and cultural considerations within the local government context.
- A relevant tertiary qualification in a business field or similar.
- Holder of a current and valid NZ Drivers' licence.

OTHER INFORMATION

From time to time, the position holder may be required to perform other duties in conjunction with the role and which are reasonably within their experience and capabilities.

Civil Defence Duties

All staff of Kāpiti Coast District Council may be required to undertake Civil Defence duties in the event of an emergency. (Training will be given as appropriate.)

The Council likewise recognises the staff member's need to ensure their family's needs are adequately catered for.

The Manager Strategy and Policy is an Alternate Recovery Manager and is required to:

- In the event of an emergency, support the GM Strategy and Growth, and other gazetted alternate Recovery Managers, to drive Council-wide recovery planning; and ensure that the GM Strategy and Growth is supported in their SRO role for this work.
- Support the GM to ensure business interruption planning is robust.

Performance Review

Performance in this position will be assessed in terms of an agreed performance plan.

JD APPENDIX - GENERIC ORGANISATIONAL COMPETENCIES

Leadership	• All employees of the Council are expected to be leaders in supporting the Council's vision, role modelling the delivery of consistent high customer service levels to internal and external customers and championing Council values. • Leaders are expected to actively contribute to achieving the Council's aspirations with respect to the relationships with Te Āti Awa ki Whakarongotai, Ngāti Toa Rangatira and Ngā Hapū o Ōtaki; and be willing and able to provide thought leadership and quality advice to enable our elected members to make good decisions. • **People Leaders** are expected to: effectively build and maintain an engaged, healthy, thriving and high performing team; ensure their people are current in their knowledge of legislation and training is available to keep pace with best practice. • Ensure people policy and practices are consistently observed and implemented and opportunities exist for ongoing professional growth and development; ensure their people are consistently working collaboratively with other Council teams in the delivery of operational and strategic outputs; effectively manage day to day work output and timeframes; schedule and conduct regular team meetings to enable opportunities for team members to be informed and up to date in their areas and those areas that cross over with other teams. • Ensure individual team member performance is monitored, reviewed with appropriate and timely feedback, and written performance reviews are formally completed in a timely manner; ensure adequate provision of backup/cover for team members; establish an effective performance culture within their team, including ongoing performance appraisals with clear performance indicators and consistent standards. • Team Leaders/Supervisors/Managers are accountable for the leadership, support and coaching of their team members, the fostering of a teamwork approach to the delivery of both the team and the Group's outputs, and the identification of training and development as appropriate; enable, create and encourage linkages across the Council and the region for the benefit of all, the delivery of work programmes and the achievement of strategic priorities; embed strong leadership within their team and across the wider Council leadership group that drives increased diversity, engagement, capability and performance.
Legislative Compliance	• Keep up to date with legislation/amended legislative frameworks and be able to demonstrate the application of such changes (in work and or communicate them to others).
Project Management	• Effectively manage assigned projects to ensure on time and within budget, monitor and report regularly to manage risk and provide updates to key stakeholders. • Ensure documentation is current, available as required and is prepared using Council standard templates/documentation. • Ensure Council processes and procedures are complied

	with.
Customer Service	• Maintain a professional, courteous, and helpful attitude to all customers (internal and external) ensuring communication is accurate, succinct and in a manner which promotes customer service excellence and demonstrates organizational values. • Always maintain confidentiality.
Teamwork	• Participate willingly and positively in the orientation, training and support of new staff in specific areas, providing coaching/buddy support as required. • Provide a contribution to or participate in any projects and initiatives within the Group/organisation where required and the opportunity arises. • Participate in initiatives and contribute suggestions as to improvements and/or efficiencies to enable ongoing quality improvement. • Demonstrate a collaborative working style and participate as a member of the team undertaking all tasks maintaining positive working relationships with other staff members and internal and external customers.
Financial Management	• Ensure all financial activity is conducted in accord with current policy and procedures. • Ensure you work within your financial delegation.
Monitoring and Reporting	• Ensure any written reports are produced using Council standard templates and are provided within the required Peer Review timeframes. • Review, monitor and report on activity or projects as required by the manager.
Relationship Management	• Build and maintain effective professional working relationship with all key stakeholders. • Build and maintain effective working relationships with other council staff members based on a collaborative, collegial and cooperative working style.
Information Management	• Take responsibility for ensuring Council information is stored with the appropriate accessibility in the designated systems, using processes and tools as described in the current Information Management Policy.