

June 2025

Title & Reporting Relationships

Position Title:	Manager Strategic Transformation, Strategy and Growth.
Grade:	SP 22
Reports to:	Group Manager Strategy and Growth
Direct/Indirect Reports:	Up to 15 (as required, and via project based matrix management)
Purpose of the Group and the Position:	<p>The Strategy and Growth Group houses the Council's sustainable development functions ensuring that there is a collective drive for 'good growth' in Kapiti.</p> <p>Overall the Group is responsible for the strategy 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.</p> <p>Reporting directly to the Group Manager, the Manager Strategic Transformation, is a senior role, responsible for supporting the GM Strategy & Group and the wider Group to transition its operating model including oversight for new external entities in housing and economic development, and ongoing management of the local council regulatory system and its evolving maturity. This involves supporting the GM Strategy and Growth and these start-ups through commercial and investment advice, developing high level policy and strategic advice, oversight and leadership for complex issues related to sustainable development and economic growth, and in leading out on Recovery (in the context of emergency events and safety). The role is also responsible for providing innovative thought leadership and delivery of key projects to lift maturity across the local council regulatory system, and to improve the Group's effectiveness</p> <p>The Manager Strategic Transformation will have oversight of, and undertake specific project work, working</p>

collaboratively with other Managers and teams both within and outside the Group, on behalf of the Group Manager Strategy and Growth.

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.

This is an important leadership role and requires a high degree of influence to ensure effectiveness in continuing to implement changes required across the Strategy and Growth Group, and our role in the local Council regulatory system, and to establish and manage arrangements with the new entities for housing and economic development.

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

Internal Customers:

- Group Manager Strategy and Growth
- Chief Advisor 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 teams
- Elected Members

External Customers:

- Te Ati Awa ki Whakarongotai
- Ngāti Toa Rangatira
- Ngā Hapu o Otaki
- 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
- Ministers' Office, and Ministers (where appropriate)
- Consultants, Developers, and Investors
- Local businesses
- Residents, ratepayers and community groups
- Other stakeholders

KEY RESPONSIBILITIES AND OUTCOMES

In the current local government environment, Council must be well positioned and supported to meet the current and future needs of our communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is cost-effective for businesses and residents. 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 influences 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.

We require all staff to demonstrate behaviours that underscore 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 Te Tiriti o Waitangi within the context of a local authority.

Functional Key Requirements

Technical

- Lead and have managerial oversight on functions and/or areas, as agreed with the GM Strategy and Growth Group, including transformation of system level and Group-wide improvements and/or performance of entities in the new operating model (includes continuous improvement programme within the Strategy and Growth Group and its role in systems activity).
- Develop the Virtual Recovery Programme Office approach, providing advice and support to GM Strategy and Growth, and Chief Executive on this matter (incl finalising the Recovery Plan). Act as ‘lead’ alternative Recovery Manager as required, in line with the evolved Recovery function settings and gazette appointments.
- Advice and oversight, as agreed with the GM Strategy and Growth, for our role in local regulatory council system matters, sustainable development initiatives and programmes including growth-related work, providing intellectual grunt and support to the Senior Managers in Strategy and Growth and the new entities established by Council.
- Lead transformation initiatives, as agreed with the GM Strategy and Growth, primarily related to sustainable development and economic growth, to support the Strategy and Growth Group as it transitions towards a new way of working in the economic development and housing space.
- Support the Chief Executive and Group Manager Strategy and Growth in monitoring new entity performance (under new arrangements) and progressing the continuous improvement programme to lift maturity of the Strategy and Growth Groups role in the local Council regulatory system.
- Support the Group Manager Strategy and Growth with advice on commercial models and ongoing function and process reviews, including development of Service Level Agreements with external parties and/or entities.
- Develop advice to support engagement on national and regional issues related to regulatory, sustainable development, economic growth, and resilience and recovery.
- Support and maintain strategic partnerships at district and regional, and national levels.
- Provide quality, timely advice to the Group Manager, SLT, Council on any matter related to regulatory system improvement, sustainable development, and Group operations or strategic initiatives as agreed.
- Liaise with key partners and officials on matters of common interest.
- 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.
- Provide advice to ensure that Kapiti Council meets its legislative requirements related to Growth and Recovery, through support and advice to the GM Strategy and Growth.

Leadership

The role of **Manager Strategic Transformation** is a senior position within the Strategy and Growth Group. It oversees the development and implementation of our Virtual Recovery Programme Office; has responsibility for the Groupwide continuous improvement programme to lift our performance within the local regulatory system including monitoring; and oversight for assessing the effectiveness of the ways of working for housing and economic development (ie the new operating model approved by Council). The role will:

- Manage virtual and matrix-management teams to deliver results across the Strategy and Growth Group, and across community based activity related to commercial investment, and recovery activity; and undertake direct managerial duties as and where agreed.
- Embed the principles related to recovery across the organisation.
- Work across the Group and organisation to assess, then implement outcomes and agreed actions to lift Group, organisation, and system performance relative to the role of the Strategy and Growth Group in the local Council regulatory system.
- Have oversight for monitoring and advice to support start-up activity of new entities and investment. It will be directly responsible for delivery of key workstreams on such matters.
- Provide commercial and investment advice and support to the Group Manager and Managers in Strategy and Growth, and the new operating model entities (in recovery, housing and economic development).
- Build strong internal and external relationships, model the council values, demonstrate leadership, integrity and trust, and gain the commitment and support of managers and staff to achieve the Council's objectives and decisions.
- Work with the Group Manager 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 within the Group to grow skills and improve performance
- Support an effective performance culture within teams.

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 to enhance skills and knowledge applicable to current and future positions.
- Exhibit behavior which is consistent with the understanding of Te Tiriti o Waitangi and its application for the Council.

Health and Safety

Our 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 workplace 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 10-years experience in managing people and teams, complex projects, risks and business analysis.
- Extensive experience in functional and end-to-end system review, and maturity improvement.
- Sound commercial experience in the private sector and start-up space, including establishment of subsidiaries (special purpose vehicles) and commercial investment models.
- Demonstrated strength in analytical thinking and problem solving, and the ability to think logically and laterally (including utilisation of systems theory and nudge theory). Able to identify and define problems, provide resolutions and make decisions through the use of sound judgement, including in time-pressured situations.
- Demonstrated ability to effectively influence, gaining the trust and confidence of others, including demonstrated professional ability to relate to a wide range of people with differing levels of experience and understanding within and outside the organization.
- Proven ability to manage information from multiple parallel work streams and integrate them to form an overall view of issues. This includes ability to convey complex issues and ideas into simple overviews and illustrations
- Sound ability to think long term and take a broad regional perspective when making decisions and recommendations.
- Demonstrated ability to implement te ao Maori approaches and knowledge of Tikanga Maori, and issues relevant to Maori. This will include ability to support commercial partnering with iwi and/or iwi affiliated entities.
- Exposure to emergency management and safety environment. Involvement in 'Recovery' operations and an understanding of requirements to support community rebuild if an event results in failure of community systems, infrastructure and operations.
- Excellent communication skills both written and verbal at all levels.
- Ability to identify, plan and execute responses to organisational strategic

priorities, adopting a 'stewardship' approach to embedding and implementing key strategies

- Political sensitivity, with a flexible, adaptable and pragmatic approach.
- Strong organisational and time management skills with demonstrated ability to prioritise work and work effectively to deadlines.
- Proven experience in a policy or planning environment, including experience in local and/or central government including a sound level of knowledge of relevant central government policies and programs including upcoming legislation reforms. Extensive policy experience related to growth, and regulatory matters, which would ideally cover awareness of the social and physical 'infrastructure' requirements to support thriving communities and sustainable development.
- Competent level of computer skills encompassing Microsoft Office products and ability and willingness to learn new/enhanced applications
- A relevant tertiary qualification in business or planning, eg Economics, Resource Management, Strategic Management, Law, Public Policy or similar.
- Holder of a current & 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.

Te Tiriti o Waitangi

Kapiti Coast District Council has a responsibility to contribute to meeting obligations under Te Tiriti o Waitangi. Meeting our commitment to Te Tiriti will contribute towards creating an organisation that is grounded, dynamic and resilient and supports our organizational values of being Caring, Dynamic and Effective in how we work.

Staff will contribute to the promotion of Te Tiriti o Waitangi and the involvement of Māori within the decision-making process for matters related to and important to them within the Council management processes and procedures.

Inclusion of Te Tiriti o Waitangi within all aspects of the role and its outcomes is necessary, while ensuring the engagement processes include appropriate mechanisms to meet the needs and aspirations of our hapori Māori, informed by our mana whenua partners – in an appropriate and safe manner.

To give effect to our responsibilities and achieve our respective outcomes – Tiriti training will be appropriate and organised through Te Rōpū Hononga ā-Iwi / Iwi Partnerships Group.

Civil Defence, Emergency Management and Business Continuity Duties

All staff of Kāpiti Coast District Council may be required to undertake Civil Defence and/or Emergency Management duties in the event of an emergency. (Training will be given as appropriate.) Staff will also be required to assist with maintaining business continuity in the event of a disruption to Council business and/or the impact of a pandemic by undertaking duties in accordance with how the Council responds to the interruption.

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

Performance Review

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

JD APPENDIX - GENERIC ORGANISATIONAL COMPETENCIES

Leadership	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

	<p>service excellence and demonstrates organizational values.</p> <ul style="list-style-type: none"> • Always maintain confidentiality.
Teamwork	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Ensure all financial activity is conducted in accord with current policy and procedures. • Ensure you work within your financial delegation.
Monitoring and Reporting	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.