

## JOB DESCRIPTION SEPTEMBER 2025

### Title & Reporting Relationships

**Position Title:** Transformation Lead, Strategy and Growth Group

**Grade:** SP [pending strategic pay analysis]  
*\*appointment will be made pending skills, experience and the organisational needs at the time*

**Reports to:** Manager Strategic Transformation

**Direct Reports:** Up to 5 (as required, and via project-based matrix management)

**Indirect Reports:** As may be required pending the nature of a project or specific section of work programme

**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 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, development, and community resilience (including support of the Recovery Programme, in the event of a significant emergency).

Reporting to the Manager Strategic Transformation, the Transformation Lead is responsible for developing high quality strategic advice, oversight and leadership for complex issues. The role will drive innovative, systems-thinking thought leadership, delivery of key projects within the strategic transformation work programme, and support across the team's work programme.

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.

The Transformation Lead has an important leadership role to help lead key projects with key stakeholders both internal and external to council and a high degree of influence to implement change, and support the overall work of the Strategy and Growth Group.

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

**Internal Customers:**

- Manager Strategic Transformation
- Group Manager Strategy and Growth
- Senior Leadership Team and Chief Executive
- Other Managers and team members across the Strategy & Growth Group
- Communications team
- Other staff and managers from across Council teams

**External Customers:**

- Our iwi partners - Te Ati Awa ki Whakarongotai, Ngāti Toa Rangatira, and Ngā Hapu o Ōtaki
- Greater Wellington Regional Council, and staff in other local authorities and government
- 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

- Deliver high-quality, timely advice to the Manager Strategic Transformation, Group Manager, and senior leadership on matters related to system improvement, sustainable development, and strategic initiatives.

- Prepare strategic advice and briefing materials to support engagement on national, regional, and district-level issues related to regulation, growth, resilience, and recovery.
- Support system-level transformation across the Strategy and Growth Group, contributing to continuous improvement initiatives and performance monitoring of new entities within the Council's evolving operating model.
- Assist in the development and implementation of the Virtual Recovery Programme Office, including coordination of recovery planning activities and acting as a key support to the Recovery Manager when required.
- Provide analytical and strategic support on matters related to the local regulatory council system, sustainable development, and growth-related initiatives, working closely with senior managers and external entities.
- Coordinate and contribute to transformation projects focused on sustainable development and economic growth, helping the Group transition to new ways of working across different work programmes.
- Support commercial and operational reviews, including the development of service level agreements and process improvements with external partners and entities.
- Support the Group Manager, and Strategic Transformation Manager to maintain and strengthen strategic partnerships across district, regional, and national levels to support transformation and recovery objectives.
- Ensure compliance with Council policies, programmes, and legislative requirements related to growth and recovery.
- Deliver agreed outputs and project milestones as requested by the Manager Strategic Transformation.

#### **Leadership**

- Co-lead the development and delivery of the Transformation Team's work programme, including day to day management of staff, as agreed with the Manager, Strategic Transformation.
- Provide leadership in engagement with external and internal stakeholders and manage community engagement projects.
- Ensure that advice is well founded within a strong evidence base and, in cases where the evidence base is sub-optimal, that the associated risks are well communicated.
- Proactively assist the Manager in the following:
  - Identifying future opportunities and what this may mean for the direction of the Group and Council's future pathways.
  - Challenging current thinking and developing new frameworks, raising new ideas, and providing innovative ways to present advice.
  - Providing strategic advice in the context of the Council's long term plan, and the Group's work programme given changes in our operating environment.
  - Support efforts to lift the capability of staff within their Group towards a more commercial model, and help them to relate a stronger value for money/and understanding of impact to their current work
- Proactively support team effectiveness through:
  - Maintaining an effective performance culture within the team, including the fostering of a teamwork approach to the delivery of both the team's and the Group's outputs, and providing assistance with the identification of training and development as appropriate;
  - Supporting and providing mentoring to staff to help develop their knowledge/ understanding or work experience;
  - Effectively manage day to day work outputs and timeframes;
  - Providing backup/cover for team members; and
  - Being a role model for the delivery of consistent high customer service levels to internal and external customers.

### **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**

All employees have a responsibility to work towards keeping a safe and healthy work environment by following all safe work methods, identifying workplace risks and hazards and using appropriate safety equipment. This includes but is not exclusive to demonstration of the following:

- Taking all reasonable steps to ensure your own safety at work, and that no action or inaction of yours while at work causes harm to any person or the environment;
- Reporting any risks and/or hazards you become aware of in the workplace;
- Observing all safety policies, procedures and precautions, including wearing and using protective clothing and equipment;
- Notifying your manager/Group Manager/H&S Advisor immediately if you have an accident/incident/near miss at work and completing the required forms within 24 hours;
- Notifying your manager/Group Manager/H&S Advisor within 24 hours of filing any ACC claim for a work-related accident or gradual process injury, and provide your manager/Group Manager/H&S Advisor with copies of relevant medical information specific to your claim; and
- Complying with all policies and procedures that are in place.

At the discretion of the Council, as part of a rehabilitation programme, 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**

- Minimum 5 years' experience in strategic roles within public sector, consultancy, or transformation programmes, with a focus on sustainable development, growth, recovery, or economic development.
- Proven ability to support senior leadership, working collaboratively to develop, review, and implement strategies and frameworks with internal teams and external stakeholders.
- Strong systems thinking capability, with experience applying it to complex challenges across local, regional, and national contexts.
- High political acumen, with the ability to navigate sensitive environments and adapt to changing priorities with pragmatism and resilience.
- Comfortable working in ambiguity, with a demonstrated ability to balance long-term strategic thinking with immediate operational needs.
- Experience in co-delivering change initiatives, including supporting and collaborating on cross-organisational programmes, using evidence-based approaches and strategic frameworks.
- Excellent communication skills, both written and verbal, with the ability to influence and engage stakeholders at all levels and across diverse disciplines.
- Strong negotiation and problem-solving skills, particularly in multi-party environments with competing interests.

- Proven relationship-building skills, with a track record of working effectively across teams, organisations, and sectors.
- Experience in co-designing with iwi, and a sound understanding of Tikanga Māori and te ao Māori perspectives relevant to local government and community development.
- Relevant tertiary qualification preferred (e.g., public policy, planning, economics, business management).
- Proficient in Microsoft Office, with the ability and willingness to adopt new digital tools and platforms to support collaborative work.

### 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

Kāpiti 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

<b>Leadership</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> </ul>
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	<p>leadership and quality advice to enable our elected members to make good decisions.</p> <ul style="list-style-type: none"> <li>• <b>People Leaders</b> 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Legislative Compliance</b>	<ul style="list-style-type: none"> <li>• 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).</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Effectively manage assigned projects to ensure on time and within budget, monitor and report regularly to manage risk and provide updates to key stakeholders.</li> <li>• Ensure documentation is current, available as required and is prepared using Council standard templates/documentation.</li> <li>• Ensure Council processes and procedures are complied with.</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Always maintain confidentiality.</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• Participate willingly and positively in the orientation, training and support of new staff in specific areas, providing coaching/buddy support as required.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide a contribution to or participate in any projects and initiatives within the Group/organisation where required and the opportunity arises.</li> <li>• Participate in initiatives and contribute suggestions as to improvements and/or efficiencies to enable ongoing quality improvement.</li> <li>• 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.</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Ensure all financial activity is conducted in accord with current policy and procedures.</li> <li>• Ensure you work within your financial delegation.</li> </ul>
<b>Monitoring and Reporting</b>	<ul style="list-style-type: none"> <li>• Ensure any written reports are produced using Council standard templates and are provided within the required Peer Review timeframes.</li> <li>• Review, monitor and report on activity or projects as required by the manager.</li> </ul>
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Build and maintain effective professional working relationship with all key stakeholders.</li> <li>• Build and maintain effective working relationships with other council staff members based on a collaborative, collegial and cooperative working style.</li> </ul>
<b>Information Management</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>