



Maritime New Zealand Position Description

Title	Manager External Strategy and Programmes
Responsible to	Deputy Chief Executive CE Office, Strategy and People
Staff Responsibilities	8
Location	Wellington
Date	June 2026

Maritime NZ

At Maritime New Zealand **our vision is: Preventing Harm, Saving Lives and Securing our Future.**

Preventing Harm: is at heart of what we do. Through leadership, engagement, education, development and monitoring of regulatory standards, enforcement, and response we seek to prevent harm to people, the marine environment, and the economy through minimising the risk of maritime incidents and incentivising good practice. We can't do this on our own - we need to build trust and confidence in the sectors we regulate, so they will work alongside us to implement enduring change.

Saving Lives: People are at the core of why we exist. From safe ships and port operations, to coordinated rescue efforts, saving lives remains one of the most valuable contributions we can make for Aotearoa. It's important that people externally know we remain committed to our readiness, rescue and response functions.

Securing our Future: This recognises that the work we do in the maritime domain is a strong contributor to New Zealanders' well-being. Whether it is protecting our marine environment for future generations, we're carrying out our work in way that supports the global connection that's important for economic prosperity or supporting thriving maritime industries. We help to ensure resilient, effective and efficient supply chains. We also work to ensure our maritime sector supports passenger travel, tourism, and our fishing sector.

Through our organisational strategy **Te Korowai o Kaitiakitanga (The Cloak of Stewardship)**, we're on a multi-year journey to bring together our aroha, work and skills to ensure we can operate more strongly as stewards of the maritime domain. **Kaitiakitanga** represents our guardianship role now and into the future to care for people and our environment, and the **Te Korowai, the cloak**, represents the fact that each feather is not strong by itself, but woven together they form something of beauty and strength. We are weaving together our teams and capabilities to strengthen our individual groups and ensure we continue to be a connected and effective regulator.

CE Office, Strategy and People

The CE Office, Strategy and People Group brings together organisational and external strategy, people and workforce, governance, performance, and core organisational support functions to provide

integrated strategic stewardship for Maritime NZ. Its purpose is to set clear organisational direction, translate strategy into coordinated delivery, and ensure the organisation has the capability, culture, systems, and support required to achieve its outcomes.

By integrating strategy, people, performance, and business services, the group strengthens alignment between priorities, investment and programme delivery, workforce capability, and organisational capacity. It leads the delivery of Te Korowai o Kaitiakitanga, ensuring strategy is translated into prioritised, well-sequenced change, with progress, benefits, and learning monitored and used to inform future direction.

The group acts as a trusted partner to the Chief Executive and Board, providing strategic advice on governance, culture, performance, and organisational effectiveness. It leads enterprise planning, performance and risk, supports high-quality governance and decision-making, and ensures core business services operate efficiently and enable delivery. Through leadership of people, culture, and capability – including Weaving the Cloak – Whiria te tāngata – the group ensures Maritime NZ has the workforce, leadership capability, and cultural foundations needed now and into the future.

The CE Office, Strategy and People Group is made up of seven teams whose combined objective is to integrate organisational and external strategy, planning, performance and risk, people and culture, and business services into a single, coherent system. Together, they shape direction, translate strategy into delivery, and measure impact and outcomes, enabling clearer prioritisation, coordinated change, and sustained organisational performance. The functions are:

- CE Office
- Organisational Transformation
- External Strategy and Programmes
- Planning, Performance, and Risk
- People
- Culture and Capability
- Business Services and Support

Purpose, Nature and Scope of role

As well as being accountable for Maritime NZ's values and behaviours, the Manager External Strategy and Programmes provides strategic and people leadership to the External Strategy and Programmes team. The role is accountable for translating organisational strategy and agreed frameworks, including the Harm Prevention Programmes Approach (HPPA) , into multi-year external programmes that deliver Te Korowai o Kaitiakitanga and Maritime NZ's harm prevention outcomes in partnership with the sector.

The role maintains a system-level view across external programmes, ensuring clear direction, alignment to organisational strategy, effective sequencing, and a strong focus on measurable outcomes and benefit realisation. This includes identifying and addressing overlaps, gaps and unintended consequences across programmes to maximise collective impact and avoid fragmented delivery.

Working closely with programme sponsors, governance groups, the Organisational Transformation Programme team, the Regulatory Decision Advisory Panel, and specialist capability across Maritime NZ, the role ensures an integrated, collaborative and outcomes-focused approach to programme delivery that effectively implements Maritime NZ's regulatory approach.

The role works in partnership with the Chief Advisor Partnerships and Harm Prevention to ensure programmes reflect and apply HPPA and strategic engagement approaches, and with the Principal Advisor Strategy to ensure programme design, prioritisation and delivery are informed by evaluation, insight and system-level learning.

Key accountabilities and duties

The primary responsibilities of the role are:

Strategic direction and alignment

- Provide leadership for Maritime NZ's external strategic direction ensuring external programmes are clearly aligned to Te Korowai o Kaitiakitanga, and in particular effectively deliver Maritime NZ's regulatory approach and organisational outcomes.
- Maintain a system-level perspective to ensure programmes are coherent, complementary and future-focused.
- Working closely with the Manager Insights and Information, take an evidence-based approach, using insights, analysis and system intelligence to inform programme direction and evolution.
- Work closely to build connections between programmes and the Regulatory Advisory Panel and Organisational Transformation Team to ensure an aligned and collaborative approach to system delivery.
- Work with the Manager Performance, Planning and Risk to ensure a clear intervention framework between external work and measures in the SOI.
- Understand how external programmes relate to broader Government strategies making connections and alignment across systems and agencies.

Prioritisation, investment and programme coherence

- Partner with programme sponsors to set clear direction, priorities and sequencing across external programmes, and provide strategic challenge to ensure alignment with Te Korowai o Kaitiakitanga and funding settings.
- Support sound investment decisions aligned to funding settings, ensuring programmes are well-scoped, deliverable and outcome-focused.
- Enable the effective use of specialist capability from across Maritime NZ, connecting the right expertise to programme needs.
- Reduce fragmentation by promoting joined-up design and coordinated delivery.

Governance, delivery assurance and benefit realisation

- Support effective programme-level governance for multi-year external programmes.
- Ensure projects are clearly aligned to outcomes, with defined success measures and benefit realisation expectations.
- Monitor progress and use insight and learning to strengthen programme impact.
- Where possible, evaluate and take learnings from interventions that can be applied to future work.
- Ensure programme governance forums are outcome-focused and support timely decision-making, corrective action and reinvestment where benefits are not being realised as expected.
- Look for opportunities to deliver projects across systems with other agencies to maximise benefits and affect and to learn from others interventions.

Harm prevention and organisational capability

- Build capability through the consistent application of established frameworks, tools and guidance
- Champion continuous improvement and learning across programme design and delivery.

People leadership

- Provide strong people leadership to the External Strategy and Programmes Team, fostering a safe, inclusive and high-performing culture.
- Ensure clear role clarity, expectations, workload management and development pathways across the team.
- Enable and broker the effective use of specialist capability from across Maritime NZ, ensuring the right expertise is connected to programme needs at the right time.
- Build strong connections between programmes, the Regulatory Decision Advisory Panel and the Organisational Transformation team to support aligned and collaborative strategy delivery.

Maritime incident/Emergency response

Undertake response-related activities as appropriate to the core role, skills and training including:

- Supporting Maritime NZ's role in specific response incidents as directed by management and in accordance with terms of employment
- Undertaking response-related training to acquire/maintain specific skills that may support Maritime NZ's response functions and roles.

Health, safety and wellbeing

As a manager lead and support health and safety by acting as a role model, ensuring health and safety is discussed at team meetings and encouraging staff to participate in health and safety initiatives.

We expect all employees to:

- Act as role models, leading and promoting health, safety and wellbeing
- Work safely, following health and safety requirements whether working in the office or offsite, and taking responsibility for keeping themselves and colleagues free from harm
- Report incidents and hazards promptly
- Know what to do in the event of an emergency

Security

As a manager, support Maritime NZ by being responsible for leading by example, promoting and building strong security awareness and a strong security culture within the team.

All employees have a responsibility to ensure they understand the principles and practice good security culture in the workplace for themselves, co-workers, organisational information and physical assets.

This includes the appropriate handling of private and official information relating to those that Maritime NZ regulates in line with our security policy.

General

The Manager External Strategy and Programmes will carry out other tasks as required by their Manager from time to time.

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your manager.

Relationships

The person in this role is expected to foster good working relationships with the following people.

Internal	External
• Chief Advisor Partnerships and Harm Prevention • Chief Advisor RAFTs • Chief Advisor Regulatory Operations • Other managers within Strategy and Programmes Hub • Manager Information and Insights • Regulatory Operations • Technical Advice and Support • Digital, Data and Finance	• Programme sponsors and co-funders across government • Central government agencies with shared system or harm-prevention outcomes • Community, industry and iwi/Māori partners

Person Specification

- Relevant tertiary qualification or equivalent experience
- Demonstrated experience in strategic programme leadership, external strategy and/or harm prevention in a complex system environment
- Proven people leadership capability with an empathetic, inclusive and development-focused approach
- Experience setting strategic direction, priorities and investment across multi-year programmes
- Strong system-level thinking with the ability to translate strategy into coherent, outcome-focused delivery
- Demonstrated experience supporting programme governance and benefit realisation
- Strong relationship management and collaboration skills across diverse stakeholder groups
- Highly developed written and verbal communication skills
- Ability to work in a culturally safe and respectful manner, with understanding of Te Ao Māori and Te Tiriti o Waitangi principles
- Embraces change and supports others through strategic and organisational transformation

Our Values



Care | Kia Tika

We do the right thing.

Our unique and defining culture is one of welcoming and respecting one another, and the people we serve.

We role model what we expect of others in relation to the environment and health and safety, as it is the right thing to do.



Connect | Kotahitanga

Through teamwork and collaboration, we unite in a common purpose.

We value connection and have unity of purpose, togetherness.

We recognise connection and unity means something different for everyone, and we encourage and honour all perspectives.



Courage | Kia Maia

Be brave, be bold, be capable, be confident.

We act with integrity and demonstrate moral courage by engaging in the difficult conversations, making the hard decisions internally and externally, and taking responsibility for our actions.

We have the courage to do things differently and the ambition to step up and lead.

Our Principles



Intentional | Takune

We are a capable, responsible and accountable regulator who takes deliberate actions towards achieving our outcomes.

We take a systems view of the maritime domain with an eye to the future.

We do what we say we will do.



Trusted | Whakapono

We actively steward the Crown Māori relationship in New Zealand's maritime context and deliver on our obligations on Te Tiriti o Waitangi.

We make balanced, transparent and consistent decisions.

Our approach is impartial and proportionate to the harm we are managing. We have the confidence of the community and therefore have their ongoing respect and support to regulate.



Influential | Whakamana

We are respected leaders who build open, honest and effective partnerships with the maritime sector, other government agencies, iwi and NGOs.

We actively look for opportunities to collaborate with others to achieve shared outcomes. Information flows effectively between us and the maritime sectors.



Adaptive | Urutau

We are aware of our changing operating context, and adjust our approach to it.

We are flexible and dynamic.

We value new and innovative approaches to regulating and we find opportunities to learn and improve the way we work.

Authorisation

Signatories:

(Employee)

(On behalf of Maritime New Zealand)

(Date)

(Date)