

Tūranga Mahi / Position Description: *Group Manager – Organisational Performance & Innovation/ Manahautū Mata Hōmiromiro*

At Rotorua Lakes Council, we are driven by the **purpose** for our existence, - by our 'why'. Our 'why' is our customers. We come to work each day to deliver services for our customers, and we keep them at the centre of our organisation's culture. We are committed to building a high performing culture based on our **purpose**.

'How' we work together is defined by our organisational culture and values. What each person does differs from role to role and will change based on the work programme approved by our Elected Council. The tasks that we do in each role are not a purpose in themselves, their purpose is to serve our customers.

To be successful in the role, and to enjoy your employment at RLC by achieving significant results for the community, you will need to take to heart and live the sentiment "The organisation's success is my success – my job is only done when everyone's job is done".

Rotorua Lakes Council is one of the largest employers in Rotorua, building a positive future for our district with approximately 78,000 residents, and visitors numbering in the millions. We are determined to be among the best councils in New Zealand and are committed to continually improve the service provided to our customers, both external and internal.

Rotorua is in the heart of the Te Arawa region. 40% of the population are Māori. Being a bicultural city provides a foundation for us to recognise and celebrate our increasing diversity which enriches us as individuals and as a multi-cultural community. Employment at RLC is a unique opportunity to develop your understanding and appreciation of Te Ao Maori, in order to better serve our whole community. As a senior leader in the organisation, you have a key responsibility to lead our people in adhering to our legislative responsibilities to mana whenua.

A top priority is to ensure the health and safety of our people at work. We want you to go home healthy and safe each day. Safety is everyone's job – all of our staff have a shared responsibility to manage our work environments to prevent harm, and to actively engage with health and safety initiatives and procedures. Managers are responsible for the health and safety of the areas and people under their leadership.

Rotorua Lakes Council has statutory responsibility for Civil Defence and Emergency Management (CDEM) within the district. This responsibility extends to all staff, who may be called upon to undertake CDEM roles in addition to their position specific responsibilities.

We are one team. To be successful, it is important that all staff are aligned to and actively support the organisation's direction, working collaboratively, and actively participating in activities and initiatives to advance the organisation.

The position description below describes the specific requirements of this position. The description within this position description is not an exhaustive list of responsibilities or tasks and staff are expected to contribute to the organisation through other tasks and activities assigned by their manager. In addition, you are also expected to be proactive in knowing and following Council policies and procedures.

TE ĀHUA O TE MAHI - POSITION SPECIFICATION

MAHI - POSITION	Group Manager – Organisational Performance & Innovation / Manahautū Mata Hōmiromiro
RANGATIRA - REPORTS TO	Chief Executive / Toihautū
KĀHUI - GROUP	Organisational Performance & Innovation / Kāhui Mata Hōmiromiro
TAUNGA MAHI - LOCATION	Civic Centre
PŪTAKE - POSITION PURPOSE	<p>The Group Manager - Organisational Performance & Innovation plays a pivotal role in providing strategic direction and operational oversight for all enabling functions within our organisation.</p> <p>This influential position carries significant leadership responsibilities in leading organisational objectives and priorities, ensuring alignment with the executive team's strategies and council's direction. The ultimate goal is to drive and support organisational performance, enabling the delivery of high-performing and efficient services to customers.</p> <p>The Group Manager will lead continual improvement initiatives, drive efficiencies, and enhance the user experience.</p>
NGĀ WHAKARITENGA – SPAN OF RESPONSIBILITY	<p>Direct reports</p> <ul style="list-style-type: none"> • Governance, Strategy & Compliance • Communications & Engagement • Information Solutions • Capital Delivery • Transformation & Optimisation (Vacant) • Legal services
HONONGA WAIWAI – KEY RELATIONSHIPS: Rāroto - Internal	<ul style="list-style-type: none"> • Mayor and Elected Members • Te Tatau o te Arawa • Executive team • Business Managers across the business
HONONGA WAIWAI – KEY RELATIONSHIPS: Rāwaho - External	<ul style="list-style-type: none"> • Te Arawa Entities • Iwi & Hapū • Community Groups • Council Controlled Organisations (CCOs) • Council stakeholders • Technical professionals in your field • Consultants and Contractors • Auditors • Neighbouring local authorities • Media • Chamber of Commerce • Local Government New Zealand (LGNZ)

<p>NGĀ MAHI MATUA - KEY ACCOUNTABILITIES</p>	<p>STRATEGIC LEADERSHIP</p> <ul style="list-style-type: none"> • Develop, articulate and model a clear mission for the teams within the organisational performance and innovation group that puts the frontline business units of council at the centre of planning and treats them as customers. • Align performance improvement and innovation strategies with the organisation's long-term goals and objectives. • Lead the creation and implementation of strategic plans focused on enhancing performance and driving innovation. <p>TALENT DEVELOPMENT AND LEADERSHIP</p> <ul style="list-style-type: none"> • Develop and mentor a high-performing team focused on organisational performance and innovation. • Identify and cultivate leadership talent within the organisation. • Provide professional development opportunities and career growth support. <p>CENTRE OF EXCELLENCE</p> <ul style="list-style-type: none"> • Establish a centre of excellence to provide comprehensive support to the organisation in the areas of governance, marketing, communications, technology solutions, capital delivery. • Take the lead in implementing a robust organisational transformation and optimisation capability to support the CE's reset and ongoing transformation objectives. <p>STRATEGY DEVELOPMENT</p> <ul style="list-style-type: none"> • Develop and implement strategies to provide exceptional customer-centric internal service in line with the executive team's objectives. • Create Council strategies that align with the organisation's direction, focusing on developing staff, streamlining work processes, and enhancing performance and accountability. • Create and execute a digital strategy aimed at facilitating smoother work processes for customers and fostering connections within the organisation and the community. • Devise strategies to ensure ongoing optimisation of all council business units and enable each team with the tools required to deliver to their customers effectively. <p>BUSINESS PERFORMANCE MANAGEMENT</p> <ul style="list-style-type: none"> • Establish and maintain a comprehensive performance management system for all teams, internal facing and external facing. • Define key performance indicators (KPIs) and benchmarks to measure organisational success. • Monitor and report on performance metrics, identifying areas for improvement and implementing corrective actions. • Provide strategic leadership and guidance to the organisation, ensuring effective delivery of the functions within the portfolio. <p>STAKEHOLDER ENGAGEMENT</p> <ul style="list-style-type: none"> • Engage with internal and external stakeholders to gather insights and feedback on performance and innovation initiatives. • Lead the implementation of digital engagement strategies that connect the public with the work of Council • Build and maintain strong relationships with key stakeholders, including customers, partners, and regulatory bodies. • Communicate performance results and innovation successes to stakeholders. • Participate actively in Council, Committee, and Community Board meetings, and offer professional advice to the Elected Members, and the Mayor.
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DATA-DRIVEN DECISION MAKING

- Utilise data and analytics to inform decision-making and drive performance improvements. Implement systems and tools to collect, analyse, and report on performance data.
- Ensure data integrity and accuracy in performance reporting.

IMPROVEMENT & INNOVATION

- Foster a culture of innovation within the organisation.
- Lead cross-functional teams in the development and implementation of innovative solutions.
- Champion new and innovative ways of thinking. Identify, recommend, and assist in implementing improvements to existing systems and procedures to enhance the flow of information.
- Promote continuous improvement methodologies and practices throughout the organisation. Implement initiatives to streamline processes, enhance efficiency, and reduce costs.
- Encourage and support employee-led improvement projects.

CHANGE MANAGEMENT

- Lead change management efforts to support the implementation of performance and innovation initiatives.
- Develop and execute change management plans, including communication, training, and support.
- Ensure employee buy-in and engagement in change efforts.

RISK MANAGEMENT

- Champion risk management, consult and proactively assist leaders to develop best practice systems, and drive education and awareness.

FINANCIAL

- Manage budgets and financial resources allocated to performance and innovation initiatives.
- Ensure cost-effective implementation of improvement and innovation projects.
- Monitor financial performance and ensure alignment with organisational goals.

REGULATORY AND COMPLIANCE MANAGEMENT

- Ensure compliance with relevant laws, regulations, and industry standards.
- Stay abreast of changes in regulations and best practices related to performance and innovation.
- Implement necessary changes to maintain compliance and uphold ethical standards.

NB: the key accountabilities listed above are not an exhaustive list. You may be expected to undertake additional delegated responsibilities in the course of your employment that are consistent with the purpose of your role.

There will also be the annual delivery of agreed KPIs.

TE ĀHUA O TE TANGATA - PERSON SPECIFICATION

<p>NGĀ MAHI MATUA - FORMAL QUALIFICATIONS: (Ngā matau ā- wheako rānei - Or experience recognised as equivalent)</p>	<p>Required</p> <ul style="list-style-type: none"> • A relevant tertiary qualification. • Minimum of 10 years of experience in roles across the following: <ul style="list-style-type: none"> a. Governance, strategy or corporate planning b. Communications & Engagement c. Legal compliance d. Technology e. Capital delivery <p>or strong, relevant experience in more than one of the above areas and transferable skills and experience in the others.</p> <ul style="list-style-type: none"> • Proven management experience at senior or executive management. • Proven ability to build trusted relationships with mana whenua and diverse communities. • Proven ability to lead a culture of innovation and change management • Team player, committed to respectfully and honestly building, challenging and improving a high performing team. <p>Desirable</p> <ul style="list-style-type: none"> • Post graduate qualification in a relevant field. • 5+ years' experience in leading complex business and systems reviews, including major process reviews for a range of activities across a large, complex organisation and implementing the required changes.
<p>NGĀ PŪKENGA - POSITION SPECIFIC COMPETENCIES AND ATTRIBUTES</p>	<ul style="list-style-type: none"> • Proven effective working capabilities in a bicultural setting with a strong background in information solutions and customer solutions. • Proven effective experience in an executive management setting, manifesting in active contributions to strategic ideation, decision-making, and comprehensive management of personnel, resources, systems, and processes. • Political astuteness and adeptness in navigating dynamic political landscapes. • Demonstrated capability in cultivating and sustaining robust associations with external stakeholders, encompassing iwi, the community, businesses, other Councils, and central government. • Established capacity in effectively spearheading personnel development and assuming a leadership role in organisational transformation. • Comprehension of the legal framework within which the council operates. • Aptitude in facilitating, influencing, and motivating others. • Exceptional written and verbal communication skills. • Proven adeptness in managing ambiguity, handling competing priorities, and overseeing multiple work projects.