



POSITION DESCRIPTION

Nga mahi o te tari kāwanatanga | Working in the Public Service

Ko tā tō tātau rāngai tūmatanui he mahi ngātahi e tutuki ai ngā hiahia o ngā hapori i Aotearoa. Ko te whāinga o te rāngai tūmatanui he tautoko i te manapori, he tautoko i ngā kaikaunihera kua whiria ki te whakatinana i ā rātou kaupapa here, he whakaū i ngā ratonga pai rawa atu, he tautoko i ngā kaikaunihera ki te whai i tō te hapori hiahia, he āki i ngā tangata i ngā mahi hapori me te whakaū i ngā ture. He mahi nui tā mātou ki te hāpai i te Karauna i roto i ōna hononga ki te iwi Māori i raro i te Tiriti o Waitangi me te Treaty of Waitangi. Ahakoa te maha o ngā mahi rerekē, ko te katoa o ngā kaimahi rāngai tūmatawhānui ka whakakotahi mai i te hiahia ki te mahi mō te hapori me te whai i ngā mātāpono me ngā wāriau o te rāngai tūmatanui i roto i ā mātou mahi

Our local government public service works collectively to make a meaningful difference for New Zealand communities. The purpose of all public service is to support our democracy, enable elected officials to develop and implement their policies, deliver high-quality and efficient public services, support Councillors to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the public service in our work.

The Position

Position:	Programme Director - Local Water Done Well
Department:	
Team/s:	
Responsible to (Manager):	The Chief Executive group of the participating councils, also known as the Project Steering Group
Responsible for (direct reports):	The project team
Job Purpose:	<ul style="list-style-type: none">This role will lead and oversee the final stages of developing a water services delivery plan (WSDP) and, assuming the plan is accepted, lead into implementation of the Local Water Done Well legislative requirements to establish a water services entity.
Work location:	Masterton/Carterton/South Wairarapa
Employment type:	TBC
Job grade:	OP40
Budget responsibilities:	TBC
Date prepared/reviewed:	February 2025

Our Council

Our Vision:	For the South Wairarapa to be an open, energetic and unified community
Our Mission:	To be future focused, growth orientated and exercise sound judgement
Our values	We support our Mission and Objectives through living our values. These are: <ul style="list-style-type: none">People firstOpen and transparentPursue growth and learningTrusted to deliverResponsive and creativeKa mua, ka muri
Wai +T	Although you are employed by SWDC you will be working collaboratively with Tararua District Council, Masterton District Council and Carterton District Council to prepare Local Waters Done Well.

Mō te tūnga | Role Overview

This role will lead and oversee the final stages of developing a water services delivery plan (WSDP) including detailed development of an implementation plan. Once the WSDP is accepted by the Secretary for Local Government the role will lead into implementation of the Local Water Done Well legislative requirements to establish a water services entity, ensuring the successful transition and integration of water services across participating local councils (potentially South Wairarapa District Council, Carterton District Council, Tararua District Council and Masterton District Council.)

This role also requires the following but is not limited to:

- The ability to understand complex organisational models and model the transition of up to four entities into one Water Services Council Controlled Organisation (WSCCO).
- The ability to work across organisations and involve the necessary subject matter experts as required.
- Providing strategic Leadership by developing and communicating a clear vision and long-term goals for the different stages of the water services reform programme.
- Extensive programme management experience with the ability to respond quickly to changes that occur as the legislation comes on stream.
- An understanding of water related functions, both operational and hard infrastructure.
- An understanding of the complexities of negotiating the transfer of financial functions from individual councils to a joint entity utilising a new set of financial tools.
- Ability to build strong relationships with stakeholders that may involve negotiating amongst the participating council groups
- Ability to build and deploy a strong project team that can deliver under time and legislative constraints.

Outcomes	Responsibilities
Programme management, project planning, execution and hand over	<ul style="list-style-type: none"> • Develop the overall programme of work made up of comprehensive project plans, timelines/scheduling, resource allocation with work effort and duration for: <ul style="list-style-type: none"> - The delivery of the Water Services Delivery Plan - Establishment of the new water services entity - Transition of shareholding councils water services to the new water services entity • Delivery of the overall work programme, on time, to budget and within the required parameters as determined by the shareholding CEOs, shareholding councils and board of directors (to be appointed). • Establishment and engagement of the project team and engagement (internal and external resources may be engaged). • Determine functional leads for project work (Governance, Finance, People & Capability, Comms - Customer & Ops, Risk & Regulatory Compliance, Digital & Asset Management). • Oversee the project plans, making sure to meet milestones and objectives. • Provide fit for purpose programme and project reporting including timeline, budget, risks and opportunities. • Manage programme resources and budget. • Prepare hand over plan and all source documentation for new entity
Key Milestones	<ul style="list-style-type: none"> • Deliver on following key milestones • Water Services Delivery Plan submitted to DIA (no later than 3 September 2025) <ul style="list-style-type: none"> - Build an implementation plan that can be delivered on by the joint councils.

	<ul style="list-style-type: none"> - Set up operational requirements for programme, i.e. document structure, change control process, quality assurance, risk management framework, finance management, reporting framework etc - Consolidated programme through use of project phases to determine Go Live date and transitional work - Programme Governance & decision-making powers established - Set up structures and processes for appointment of board and appointment of CEO. - Debt and asset transfers negotiation and delivery. - Governance documents – constitution, shareholders agreement, statement of expectation. - Transition plan covering all shareholding council’s work. - Detailed work programmes for each shareholding council.
Stakeholder & relationship engagement	<ul style="list-style-type: none"> • Present, facilitate and lead stakeholder engagement work. • Establish the governance structure for the establishment programme from post consultation through to stand up of the entity (yet to be defined). • Implement and oversee the programme governance structure • Engage with all shareholding councils, CEs and internal subject matter expert teams on relevant components of work programme. • Work with DIA, Crown Infrastructure Partners, Iwi, Commerce Commission, Taumata Arowai and any identified key stakeholders throughout duration of the programme. • Engage with key stakeholders by facilitating a collaborative and transparent communication with key stakeholders. • Establish communications and risk management plan, keeping both current addressing issues through proposed mitigations/management solutions. • Provide strategic leadership and guidance over the project to meet the goals and objectives of the water reform. • Foster a collaborative culture amongst impacted staff members and other key stakeholders.
Health, Safety and Wellbeing	<ul style="list-style-type: none"> • Always ensure your own and the safety of others • Comply with policies, procedures and safe systems of work • Report all incidents/accidents, including nears misses, in a timely fashion • Actively participate in the hazard management and identification process • Escalate risk as per the Risk Management Policy.
Council Image	<ul style="list-style-type: none"> • Take every opportunity to promote a positive image of the Group and Unit and their activities. • Contribute to the Group business plan. • Represent the Group when appropriate at meetings. • Provide information to customers and the public as supplied.

The key areas of responsibility above reflect the environment as it exists currently. They are not an exhaustive list and it is recognised that they will be subject to variation

My Key Relationships

In order to ensure quality service delivery is provided, this position must have well developed relationships. These include but are not limited to:

Internal	External
Existing project team members	Government agencies
Newly appointed project team	Water reform agencies
Chief Executives of all shareholding councils	Iwi, hapu and mana whenua
Shareholding council elected members	Local Government Funding Agency
ELT Managers of all shareholding councils	
Operational Managers	
Tararua District Council staff, Masterton District Council Staff, Carterton District Council Staff and South Wairarapa District Council Staff	

Ngā āhuatanga e hiahiatia ana e Mātou | Person specification

Qualifications, skills, and experience

- Experience in management and operation of organisations, potentially the sale of companies/acquisitions and or mergers, including setting up start-up companies
- Considerable experience in management of significant programmes incorporating various project streams including some technical
- Strong presentation skills with the ability to manage large groups
- Minimum of 5 years' experience in strategic leadership role.
- Experience of delivering services in a local government context would be desirable.
- Excellent written and verbal communication skills
- Excellent stakeholder management abilities with strong negotiation skills
- Ability to drive projects towards long term goals and objectives.
- Ability to interpret and apply legislation.
- Formal programme/project management qualification with minimum of 10 years' experience in infrastructure or related field advantageous

Personal Attributes

- Politically astute and understands the local government environment
- Ability to navigate complex situations with various groups of stakeholders understanding the different drivers
- Professional & commercial
- Resilience and ability to manage stress well
- Respectful, honest and open.
- Operates with integrity, respecting diversity and other's needs.
- Self-motivated with initiative.
- Positively takes on challenges.
- Takes accountability for own actions and works effectively as part of a team.
- A strong communicator who can work collaboratively across a range of managers and teams.

Leadership Capabilities

Capability area	This means that Managers will
Managers will ensure that effective people leadership is your top priority	<p>Ensure that our people know what is expected of them Managers will have a clear set of priorities for your team. Your staff understand these priorities and what they, and the wider organisational strategy, mean for their work. Staff will periodically review whether you've achieved these objectives and share this with your team(s) warts and all.</p> <p>Ensure our people can develop and grow All staff in their team will have clear performance and development objectives. In setting these objectives, HOW our staff do things and HOW they behave is as important as WHAT they deliver. Coaching for Performance conversations are prioritised and held regularly, including providing prompt, clear and actionable feedback Staff will be encouraged and rewarded for appropriate experimentation, and they celebrate both success and appropriate failure. Any poor performance is addressed promptly, clearly, and fairly. You have a clear sense of your current and emerging capability needs and are actively following a plan to address these, including succession planning for key roles.</p> <p>Ensure our people have the tools, information, and space to do their jobs There are mechanisms for the timely dissemination of the information that staff need to do their jobs. They will delegate sign-out and decision-making appropriately and explicitly</p>
Managers will look after your staff's wellbeing at all times	Make the wellness of your people our primary focus. They will actively manage workloads to maintain the wellness of your people, including discussions up the line to reprioritise when necessary. There is zero tolerance of bullying and other inappropriate behaviour, and any instances are dealt with immediately, fairly and in a way that matches the scale of the behaviour.
Managers will develop a strong, high-performing and adaptive culture	Lead the development of a culture where people are supported to do their best work and to grow and develop. People will be able to raise different perspectives and concerns and challenge in an appropriate way. They know they can do so safely and that we as leaders will take their issues seriously, and people can be themselves. Diversity is encouraged and we actively use those diverse perspectives in our work.
Managers work as a collective in everything we do.	First and foremost be a member of the collective leadership team of Council, and the leader of your team second. They will ensure that behaviour, decision-making and prioritisation reflects this hierarchy. Managers will actively contribute your own time and your staff resource to collective projects as needed They will actively contribute to collective leadership team discussions in an open and frank way to help shape our collective decisions. Once a collective decision is reached, you actively own, champion and implement that decision, irrespective of your personal views
Managers are open and honest with each other in your team and will colleagues	Raise any concerns or questions we have early, openly and constructively, and in the appropriate place and time. We will challenge each other appropriately and we react constructively, encouragingly and curiously to that challenge. We will not raise problems or concerns without solutions or alternative suggestions. Once decisions are taken, we get on and implement in the collective interest and do not relitigate or undermine. We take a "no surprises" approach to raising any issues.
Managers engage early, frequently and effectively, and model transparency	Engage early with our partners, customers and stakeholders, internally and externally, and openly and in the spirit of seeking their contribution. We will ensure that the timing of engagement allows people to shape what we do, wherever possible.

	<p>We will model transparency in our engagements, our default position is we discuss things openly with our customers and stakeholders unless there is a very good reason not to.</p> <p>We will be well planned and organised in our engagements. We will bring the results of this engagement back into Council, it is our responsibility to share it proactively and as widely as is appropriate, and we use it in our decision-making</p>
Managers delegate , you take decisions consistent with this delegation, but you keep everyone informed.	<p>We will keep ELT informed of anything involving the Mayor and Councillors, media and significant feedback from stakeholders and customers.</p> <p>It is expected that Managers will delegate decision-making and sign-out to the lowest sensible level given the importance and risk associated with the item. It's ok to get this wrong as long as we learn from it.</p>
Managers do the basics well and avoid 'own goals' .	<p>We will follow the rules around one-up approval of invoices and take a careful but common-sense approach to sensitive expenditure. We forecast actively and to the best of our ability, and most importantly adjust these forecasts promptly when things change.</p> <p>We will follow the rules around procurement, including ensuring that any exceptions to the standard processes are clearly approved. It is our responsibility to ensure all procurement has a contract and suitable documentation supporting it.</p> <p>We take a risk-averse approach to identifying conflicts of interest, applying the test of how comfortable you would be with explaining why a decision is on the front page of the newspaper.</p>
Managers will apply 'systems leadership'	<p>We will lead across boundaries – departmental, organisational or sector. We will influence others rather than pull a management lever, when facing large, complex, and difficult problems. We can juggle multiple uncertainties; where no one person can find or organise the solution on their own. We work with others to make resources meet the demand, which is outstripping them, meaning that the only way forward is by involving as many people's energies, ideas, talents, and expertise as possible.</p>

The Values by which we work

- **People first:** Our staff, Treaty Te Tiriti o Waitangi partners and communities are at the heart of what we do
- **Open and transparent:** Everything to give and nothing to hide
- **Pursue growth and learning:** Actively listening and evolving. Being open to new ideas
- **Trusted to deliver:** Making a difference, and bringing about quality outcomes
- **Responsive and creative:** Adjusting to new conditions and thinking outside of the box
- **Ka mua, ka muri:** (Walking backwards into the future). Look to the past to inform where we need to go

The Behaviours by which we work

All staff at SWDC share these responsibilities, including me.

- **Collaborate:** Draw on the knowledge of others to bring about better outcomes for the customer.
- **Grow:** Develop ourselves and maintain the highest possible standards of professionalism. Embrace feedback and build on it.
- **Being:** Act with integrity and maintain consistency. Be attentive and kind to one another and embrace different perspectives.
- **Add value:** Through our technical knowledge, deliver the best possible outcomes for our customers.
- **Plan:** Be clear on how activities link together and highlight any risks.
- **Do:** Keep people engaged in what we do and why. Hold ourselves to account for delivery as we do with others.
- **Review:** Learn from mistakes. Fail fast and move on. Seek out solutions not problems. Blame as no part in our organisation.
- **Inspire:** Empower, support, encourage, and motivate colleagues to do their best work.
- **Connected:** Build strong relationships with people and are respectful and empathetic.
- **Positivity:** Create an empowering, safe, and inclusive social environment. Foster a strong wellbeing culture.
- **Engage:** Consider when to communicate. Break things down into easily understandable chunks. Take a genuine and active interest in the organisation at large. Speak out when others behave in a manner not acceptable to the rest of us.

- **Celebrate:** Celebrate our achievements, both individually and as a collective

Amendments to Position Description

From time to time, it may be necessary to consider changes in the Job Description in response to the changing nature of our work environment – including technological requirements or statutory changes. Such change may be initiated as necessary by the manager of the position. This Position Description will be reviewed as part of the preparation for performance planning for the annual cycle. (A review in job size and possible impact on remuneration structure of the position will only be considered where change of the position is significant (guideline: significant would typically involve a 25% change in the complexity / accountability of the role.)

My Agreement

My Name:

My Signature:

Date:
