



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:	Establishment Lead – Governance, Regulation and Partnerships
Department:	
Team/s:	Programme Team, Wairarapa Tararua Water
Responsible to (Manager):	Programme Director, Wairarapa Tararua Water
Responsible for (direct reports):	Nil
Job Purpose:	<ul style="list-style-type: none">Lead the governance, regulatory and partnerships workstream for the establishment of the Wairarapa Tararua regional water services organisation and the transition from Councils to the new regional organisation.
Work location:	Wairarapa or Tararua preferred
Employment type:	Fixed term to June 2027
Job grade:	TBC
Budget responsibilities:	N/A
Date prepared/reviewed:	December 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">PrideManaakitangaCustomer-FirstCollaboration

Wairarapa Tararua Water	Although you are employed by SWDC you will be working as part of a Programme Team establishing Wairarapa Tararua Water. This team reports to a Programme Steering Group of the Chief Executives of the four Councils establishing the water services organisation - Tararua District Council, Masterton District Council and Carterton District Council. Strong
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collaboration across the Councils and a regional perspective is important for success in the role. The new Board of the water organisation is expected to be appointed by March 2026 and, when in place, the Programme Team will also report to the Board.

Mō te tūnga | Role Overview

This role will lead all aspects of the development of the governance and regulatory structures and strategies to support the establishment of the new water organisation and the transition from the four shareholding Councils. The role will lead the development of the approach to Treaty settlements and their incorporation into the new organisation's operations and iwi engagement across the scope of the programme.

The role may also lead or oversee other aspects of the transition, as agreed with the Programme Director.

This role is part of a small "in-house" transition team of Programme Director, Programme Manager, and Operations and Service Delivery Lead, and part of a wider transition team of external workstream leads (Communications, Finance/Commercial, Organisation/People, Digital), and Council staff.

Outcomes	Responsibilities
Workstream planning, monitoring and delivery	<ul style="list-style-type: none"> Develop workstream plan for the governance, regulatory and partnerships workstream (and other areas, as agreed), including integrating the plans with wider programme plans and milestones. Lead and deliver against the workstream plan on time and budget (if applicable), managing interdependencies with other workstreams (e.g., communications, digital, finance, organisational change). Report against the plan as required to meet Programme reporting requirements Identify workstream delivery risk and develop suitable mitigations working with the Programme Director, Programme Manager and other workstream leads Other workstream leadership responsibilities agreed with the Programme Director
Expert adviser	<ul style="list-style-type: none"> Lead the development of the programme's/entity's key governing documentation, and strategies, including the Statement of Expectations, Water Services Strategy, Transfer Agreements and ensure (each as relevant) they reflect the interests and perspectives of the shareholding Councils, and the strategic direction and objectives of the Board. Leading these areas of the work will require coordination across workstreams, drawing input from other workstreams/leads in order to deliver. Lead the development of the entity's regulatory strategy and framework to ensure it is set up to meet all environmental, economic and other regulatory requirements. As above, this will require coordination across workstreams, drawing input from other workstreams/leads in order to deliver. Lead the development of the entity's regulatory compliance and enforcement strategy, where the entity operates as a regulator,

	<p>including the integration of that strategy with Councils, where the organisations have dual/complementary regulatory functions</p> <ul style="list-style-type: none"> • Lead the development of the entity's approach to the management of Treaty settlement obligations and the incorporation of those obligations as required into organisational reporting and operational plans and processes • Build and maintain a live understanding of the legislative and regulatory framework for water organisations, how understanding of these is evolving and how they are being applied in the establishment of water organisations and any implications for remaining Council functions • Provide expert advice to the programme, Programme Director, Programme Steering Group, Board and Stakeholders' Forum on all elements of the workstream
Iwi partnerships and stakeholder relationships	<ul style="list-style-type: none"> • Build and maintain strong working relationships with Council staff at all levels, iwi organisations, external contractors or suppliers, regulators, other Council transition and establishment teams, and others as required to support effective planning and delivery. • This role has a particular responsibility (alongside the Programme Director) to develop relationships and lead engagement with iwi to ensure the successful establishment of the organisation, ongoing working partnership between Councils, Board and iwi, and adherence and commitment to Treaty settlement obligations.
Council collaboration and leadership	<ul style="list-style-type: none"> • Work with Council nominated transition leads to secure necessary Council resourcing or contributions to ensure the successful delivery of the workstream. • Provide direction, guidance and advice to Council staff (or other workstream contributors) to ensure successful delivery of the workstreams. • Collaborate strongly across Councils and with relevant staff to build confidence in the transition and ensure the established entity reflects the perspectives of its four shareholders.
Programme Team Contribution and Programme Management	<ul style="list-style-type: none"> • Participate as a strong and senior member of the programme team to ensure all workstreams are well coordinated and tracking to deliver according to programme milestones. • Ensure other interdependent workstreams are fully aware of the connections with governance/regulation/partnerships, supporting integration and alignment across the programme. • Contribute to other workstreams, as required, to get the job done demonstrating flexibility, collaboration and a shared commitment to programme success. • Report to and advise as required, the programme's governing bodies (Programme Steering Group, Stakeholder Forum, Board) and the Programme Director on service delivery and operational aspects of the programme. • Undertake additional responsibilities as agreed with the Programme Director to support programme outcomes.

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 near misses, in a timely fashion • Actively participate in the hazard management and identification process • Escalate risk as per the Risk Management Policy.
Council and transition image	<ul style="list-style-type: none"> • Take every opportunity to promote a positive image of the Council and Wairarapa Tararua Water.

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 reflecting the dynamic environment of the establishment and transition programme.

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

Programme Director
 Workstream leads and programme team
 Chief Executives
 Councils
 Senior leaders, operational managers at TDC, CDC, SWDC, MDC
 Operational staff at TDC, CDC, SWDC, MDC
 Stakeholder's Forum and WSO Board

External

Regulatory authorities
 Iwi, hapu and mana whenua
 Government agencies
 Other transition teams around New Zealand

Ngā āhuatanga e hiahiatia ana e Mātou | Person specification

Qualifications, skills, and experience

- Relevant tertiary qualification in policy, business, regulation or a related field
- 15+ years' experience in policy, regulatory or strategy contexts in central or local government, including in leadership roles
- Understanding of the legislative, policy and regulatory context of water reform
- Strong understanding of and commitment to the Treaty of Waitangi and familiarity with its application in policy and regulatory contexts
- Strong experience working in fast moving, complex legislative and organisational reform and change contexts
- Strong understanding of programme delivery contexts
- Understanding of local government context and ideally familiarity with Wairarapa Tararua Councils
- Experience planning and delivering work as part of a larger delivery programme, including integrating work across multiple work areas
- Strong stakeholder management and negotiation skills and ability to maintain relationships while working at pace
- Ability to advise stakeholders and decision makers at senior levels
- Excellent written and verbal communication skills
- Ability to drive projects toward long-term goals and objectives

regulatory contexts

Personal Attributes

- Politically and organisationally astute and comfortable in complex decision-making environments
- Ability to build and maintain constructive working relationships with a range of stakeholders
- Professional, respectful and honest
- Self-motivated and resilient
- Positively take on challenges
- Take accountability of own actions and work effectively as part of a team
- Strong communicator with a range of technical and senior audiences

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 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:
