

## POSITION DESCRIPTION

<b>TITLE:</b> Head of Strategic Policy and Resilience	<b>VACANCY NO:</b> <i>(applicable for recruitment only)</i>
<b>UNIT:</b> Strategic Policy and Resilience	<b>GROUP:</b> Strategic Policy & Performance
<b>REPORTS TO:</b> Assistant Chief Executive, Strategic Policy and Performance	<b>DIRECT and INDIRECT REPORTS:</b> approx. 1-5 (approx. 20-30 indirect)
<b>LOCATION:</b> Any Council Location	<b>DATE:</b> November 2021

### Purpose of the position:

This position leads the development and delivery of strategic advice to support Council's strategic framework, policy and regulatory agenda, anticipating and responding to external trends and opportunities. The role provides robust strategic thinking, analysis, and policy and implementation advice to decision makers and stakeholders, working collaboratively inside and external to Council. The role includes:

- Ensuring that Council's policy frameworks and strategies evolve to reflect changing circumstances and requirements and are aligned to agreed strategic outcomes and priorities.
- Leading the development of Council's 30 year Infrastructure and Climate Resilience Strategies and implementation plans and other large, complex projects where sound technical knowledge, judgement on policy areas and stakeholder engagement and collaboration are required.
- Preparing for significant policy and legislative change and collaborative initiatives relating to Government reform agendas and under the Greater Christchurch Partnership umbrella.
- Quality assuring strategies, policies and plans with sound knowledge and experience in all strategic policy areas in particular asset, resilience, environmental and sustainability matters.
- The role will also lead and drive improvements to the asset management frameworks, processes, systems and data to ensure consistency and integration of all asset management and planning activity into the organisation.
- Ensuring that operational policy development undertaken in other units is aligned strategically.

### General:

As an employee of the Council you are required to:

- Respond to the changing needs of the Council, performing other tasks as reasonably required.
- Maintain a strict sense of professional ethics, maintaining confidentiality and privacy as per the Privacy Act and abiding by Council Policy.
- Be responsible for meeting the provisions of the Public Records Act 2005 (PRA) and the Local Government Official Information and Meetings Act 1987 (LGOIMA) in respect of Council information, and for following related Christchurch City Council policies and processes.
- Be associated, as required, with **CIVIL DEFENCE** or any exercise that might be organised in relation to this council function.
- Assist, support and respond to, as reasonably required, any event where the Business Continuity Plan is activated.

### Key Areas of Accountability

#### Leadership

- Own and demonstrate the vision and values of the Council and provide clear and inspiring leadership to all staff.

## Key Areas of Accountability

	<ul style="list-style-type: none"> <li>• Provide direction, empower, motivate and develop others in order to achieve team, business group and organisational goals securing a positive outcome for the people of Christchurch.</li> <li>• Embrace and role model Council’s new collaborative, community-centric and responsive ways of working to ensure they become embedded within your team, unit and across Council.</li> <li>• Ensure that people policy and practices are consistently implemented and observed and that opportunities exist at all levels for ongoing professional growth and development.</li> <li>• Lead team members to ensure a high-performance culture and address any issues impacting team or individual performance in accordance with relevant policies.</li> <li>• Be an effective, consultative, and proactive member of the senior leaders.</li> <li>• Have a ‘visible’ presence within your team, the wider Council and with external stakeholders. Role model clear, open and professional communication.</li> <li>• Engage and collaborate with Elected Members, providing quality oral and written advice, supporting them in their roles and providing relevant and timely communications.</li> <li>• Represent the Council, ELT and senior leaders as required, or as requested by the Chief Executive. Act as a spokesperson for your functional area including with media as appropriate and as authorised.</li> <li>• Champion an open and transparent culture to reflect the intent of the Local Government Official Information and Meetings Act 1987.</li> <li>• As a senior leader you will be self-aware and able to regulate your behaviours and actions, take an empathic approach to dealing with challenging staff issues, remain motivated under all situations and utilise appropriate humour to help create an enjoyable work environment.</li> <li>• Ensure professional legal services are delivered in line with NZ Law Society Code of Conduct, lead and manage the legal service team to achieve productive and efficient workflow through people, process, and information and technology systems. This includes optimising the timeliness, service cost, quality of advice and customer satisfaction in accordance with service delivery protocols</li> </ul>
<p><b>Treaty Relationships</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate a commitment to and respect for Te Tiriti o Waitangi and incorporate into your and your team’s daily work the principles of being a good Treaty partner.</li> <li>• Undertake and encourage your teams to undertake professional development and practice in Te Tiriti o Waitangi, the Māori Relationship and diversity and inclusion.</li> <li>• Identify opportunities to demonstrate inclusiveness and diversity across your team.</li> </ul>
<p><b>Strategic &amp; Operational Policy, Advice and Management</b></p>	<ul style="list-style-type: none"> <li>• Work with Councillors, key stakeholders and across the Council to develop and articulate the Council’s strategic direction to anticipate and respond to customer and community needs and aspirations</li> <li>• Integrate agreed strategic directions into appropriate policy frameworks to guide the operational activities of the Council organisation in collaboration with other Council Groups and Units.</li> <li>• Ensure evidence informed advice is provided to support the Chief Executive and Council in the development of Long-term plans and Annual Plan, strategic plans and other policy statements.</li> </ul>

## Key Areas of Accountability

	<ul style="list-style-type: none"> <li>• Ensure your function’s strategic direction &amp; plans align at all times with that of the Council and Local Government Act and work actively, agilely, and cooperatively to swiftly resolve or address strategic or operational disconnects between teams or Groups.</li> <li>• Ensure data, information and intelligence gathering systems are established and that robust and evidence based policy analysis and policy advice on issues facing Council including national, regional and local context trends, risks and potential solutions.</li> <li>• Lead major policy and implementation development including Infrastructure Strategy, Climate Resilience Strategy, in alignment with Council planning processes, securing buy-in and establishing accountability and reporting frameworks.</li> <li>• Responsible for the overall development and management of Council bylaw and other policy and regulatory framework development in conjunction with relevant general managers and heads of units.</li> <li>• Work collaboratively with Council’s asset owning and service delivery units to design strategy, policy information and advice to enable successful operational outcomes.</li> <li>• Maintain knowledge of trends and changes in the professional and specialist areas of local government planning, infrastructure and assets, climate change, resilience and policy development.</li> <li>• Lead a centre of excellence for policy advice and implement agreed industry standard/best practice methodologies for policy development and advice.</li> <li>• Oversee asset management framework and functions to ensure they align to the Infrastructure Strategy and are informed by policy development.</li> <li>• Sponsor projects, establish and provide direction, leadership and advice to the Assistant Chief Executive, and Executive Leadership Team.</li> </ul>
<p><b>Asset Management Leadership</b></p>	<ul style="list-style-type: none"> <li>• Ensure that the implementation of Council’s 30 year Infrastructure and Climate Resilience Strategies reflects appropriate asset management planning, ensuring through collaboration, coaching, support and reporting, that asset managers, and other leaders in the organisation, are engaged and deliver their components.</li> <li>• In consultation with asset owners, oversee the development of the LTP delivery framework for vertical and infrastructure asset management, monitoring and reporting on exceptions and opportunities for additional value add; ensuring performance and accountability frameworks are in place to monitor progress.</li> <li>• Lead and develop best practice in the Council’s understanding of asset management and resilience principles, integrating them and evolving climate change impacts and mitigations into business processes and systems, within the umbrella of the Infrastructure Strategy;</li> <li>• Ensure that organisation-wide frameworks relating to asset management such as risk assessment and monitoring, financial benefits and valuation are developed in collaboration with relevant functional areas such as Risk and Finance;</li> <li>• Ensuring that asset data and information management strategies and systems are established and that appropriate programmes of work are implemented to deliver consistent, integrated information;</li> <li>• Lead programmes of change that drive improvements across Council and the management of its assets;</li> <li>• Work collaboratively with asset owners to deliver successful outcomes through clear roles, responsibilities, reporting, monitoring and assurance;</li> <li>• Ensure that overall quality assurance processes are in place to provide comfort to management, elected members and communities that Council’s guardianship of</li> </ul>

<b>Key Areas of Accountability</b>	
	assets is appropriate, professional, financially robust and in accordance with best practice principles.
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>Proactively look for continual opportunities to improve the performance culture, services, operations systems, and processes of the Council to benefit the communities it serves.</li> <li>Lead and support organisational transformation. Encouraging a culture of innovation and continuous improvement.</li> </ul>
<b>Climate Resilience</b>	<ul style="list-style-type: none"> <li>Provide leadership and advocacy to drive the implementation of Kia Turoa te Ao – Otautahi Christchurch Climate Resilience Strategy, to embed greater climate resilience throughout the organisation and beyond.</li> <li>Develop the centre of excellence and drive learning and development across Council units</li> </ul>
<b>Customer &amp; Community Focus</b>	<ul style="list-style-type: none"> <li>Drive a customer and community centred approach to decision making and service delivery.</li> </ul>
<b>Partnerships and Collaboration</b>	<ul style="list-style-type: none"> <li>Develop and maintain sound and mutually respectful working relationships, networks and partnerships with key stakeholders both locally and nationally, including counterparts in other government agencies, and business and industry representatives, NGO's &amp; Community.</li> <li>Understand the community and local setting and be able to establish and maintain strong engagement from municipal leaders, city residents, and key stakeholders.</li> <li>Address differences and conflict issues with internal and external stakeholders and identify constructive solutions.</li> <li>Serve as primary point of contact for the 100 Resilient Cities membership and relevant Climate Resilience partnerships, ensuring that monitoring and reporting are undertaken as required</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Build collective understanding and “buy in” of risk management.</li> <li>Take a proactive and open approach to risk management and resolution, collaborating across teams and Groups to identify and manage risks cohesively and well.</li> <li>Promote and role model a ‘no surprises’ approach to escalate and share any significant risks.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>Promote a culture of wellbeing across all levels of the Council.</li> <li>Responsible for providing a safe work environment, implementing Council health and safety systems, encouraging employee participation and striving for continuous improvement in health and safety including utilising the reporting of near misses to promote continuous improvement.</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>Accountable and responsible for developing robust advice on investment decisions.</li> <li>Pursue value for money (VfM) from all activities undertaken within your function and across Council, regardless of the method of funding.</li> <li>Accountable and responsible for managing a budget of \$TBC.</li> </ul>
<b>Delegations</b>	<ul style="list-style-type: none"> <li>Delegated authority is as per the Register of Delegations on the Christchurch City Council website</li> </ul>

<b>Key Relationships/Customers:</b>	
<b>Internal</b>	<b>Nature of the Relationship</b>

Chief Executive and wider Executive Leadership Team	Seek and provides advice, share information.
Assistant Chief Executive Strategic Policy & Performance	Reports to, seek and provide advice, share information.
Fellow Leaders & Heads of Service	Peers, provide information and support openly and transparently, work in close liaison on strategic and operational goals as a united and cohesive team.
Wider Council Organisation team leaders and members	Provide leadership, information and support and foster openness, transparency, collaboration, and cross-functionality.
Mayor, Councillors and Community Board members,	Provide quality oral and written advice, support, and engagement to build collaboration and improve outcomes.
Multi-disciplinary teams	Contributes to, fosters collaboration and cross-functionality.
Internal services, (I.E. HR, finance, I.T, legal, comms, procurement.....)	Seeks and provides advice, share information. Adopts frameworks and processes established by these functions.
<b>External</b>	<b>Nature of the Relationship</b>
Industry Groups	Interface between business groups and Council.
Vendors & Private Business Owners	Interface between business and Council. Provide and exchange information and services e.g. contracted external legal advisers to Establish and manage relationships and to instruct external lawyers as required.
Residents and Ratepayers	Provide information and liaise with. Primary customer relationship.
Other Local Authorities	Establish and manage relationships in order to share knowledge, coordinate consistency in approach.
Crown entities	Establish and manage relationships in order to provide advice for Crown / Council projects and initiatives
Ngāi Tahu and Rūnanga	Establish and manage relationships in order to provide and gain advice.

<b>Formal Qualifications and Training</b>	<b>Required</b>	<b>Desirable</b>
A relevant degree in policy/management, engineering, social science, economics and/or planning	✓	
Demonstrable practice to keep knowledge up to date and relevant	✓	

Key Experience/Knowledge/Skills/Competencies	Required	Desirable
At least 12 years of relevant industry experience, including at least 5 years' experience in a similar role in a large scale/complex organisation; operating at a strategic level	✓	
Experience and knowledge of developing and leading people, process and information and technology systems within relevant delivery environment.	✓	
Ability to build, maintain and leverage relationships with key internal and external contacts, including with leaders across business and political environments	✓	
Practical experience in financial management and budgetary control, including oversight of the monitoring and reporting of programme and project financial progress	✓	
Demonstrated experience of achieving results and managing the performance of projects.	✓	
A working knowledge of key legislation relevant to the role. E.g. Local Government Act, Canterbury Earthquake Recovery Act, and ability to identify and utilize key legislation that may impact on the role from time to time e.g. Health Act, Prostitution Reform Act, etc.)	✓	
<p><b>Leadership:</b> Motivating and empowering self and others.</p> <ul style="list-style-type: none"> <li>• Creates an engaging environment where people want to do their best.</li> <li>• Is a visible leader engaging with people inside the organisation and externally.</li> <li>• Supports people, at all levels, to be empowered and accountable.</li> <li>• Tailors leadership style to the situation and has a range of persuasion and influencing techniques.</li> <li>• Creates a safe and healthy work environment, characterised by genuine staff involvement and ownership.</li> </ul>	✓	
<p><b>Strategic Focus:</b> Anticipating the changing requirements of customers and communities.</p> <ul style="list-style-type: none"> <li>• Sets the direction of the organisation and creates alignment to the Council's strategic framework.</li> <li>• Ensures Groups and Units maintain alignment to the Council's strategic framework and organisational vision and goals.</li> <li>• Interprets complex information and creates open discussion to form business plans, goals, and priorities.</li> <li>• Considers external factors and scenarios which may affect the unit/group/organisation in future.</li> </ul>	✓	
<p><b>Working Collaboratively:</b> Working together within and across the organisation</p> <ul style="list-style-type: none"> <li>• Takes a visible, lead role in driving cooperation and collaboration between units and groups.</li> <li>• Supports and enables multi-disciplinary teams to work together to get things done.</li> <li>• Encourages dialogue to remove barriers between teams, units and groups.</li> <li>• Builds effective relationships between Elected Members and the organisation.</li> </ul>	✓	
<p><b>Customer Focus:</b> Focusing on our internal and external customers.</p> <ul style="list-style-type: none"> <li>• Ensures teams/units/groups and organisation stay focused on the agreed customer priorities.</li> </ul>	✓	

Key Experience/Knowledge/Skills/Competencies	Required	Desirable
<ul style="list-style-type: none"> <li>Creates an environment where effective relationships with customers and communities are developed, maintained and encouraged.</li> <li>Includes customer and service focused outcomes in strategies, organisation wide planning and policy making.</li> </ul>		
<p><b>Partnership &amp; Consultation:</b> Working with our stakeholders to encourage contribution and involvement.</p> <ul style="list-style-type: none"> <li>Enables and facilitates multi-stakeholder groups to reach agreement.</li> <li>Builds a wide network of constructive, effective external networks/relationships.</li> <li>Evaluates performance of relationship with stakeholders to inform future working practices.</li> <li>Negotiates to achieve positive win-win outcomes skilfully and effectively working through complex conflict and disagreements.</li> <li>Ensures transparency and sound research-driven approach to consultation.</li> <li>Uses knowledge and understanding of cultures, political environment and issues to influence successful outcomes.</li> </ul>	✓	
<p><b>Communication:</b> Sharing information, ideas and suggestions.</p> <ul style="list-style-type: none"> <li>Ensures relevant organisation wide perspectives, information, strategy and plans are disseminated.</li> <li>Communicates strategic/complex information in a way that can easily be understood.</li> <li>Opens up cross-organisational communication and eliminates silos.</li> <li>Actively encourages feedback/ideas/suggestions from all levels and provides opportunities for this to occur.</li> </ul>	✓	
<p><b>Embracing Change:</b> Initiating and being part of change.</p> <ul style="list-style-type: none"> <li>Creates an environment where curiosity, ideas and continuous improvement is encouraged.</li> <li>Initiates and drives strategic change which enables better delivery for the group and organisation.</li> <li>Plans change taking all factors into account.</li> <li>Champions change through implementation and into business as usual.</li> <li>Monitors the amount and pace of business change and takes appropriate action.</li> </ul>	✓	
<p><b>Focus on Results:</b> Delivering what has been agreed and celebrating outcomes/results.</p> <ul style="list-style-type: none"> <li>Maintains commitment and focus on what has been agreed.</li> <li>Creates a climate where high performance is enabled and results can be delivered.</li> <li>Encourages the sharing of progress and achievements across unit/group/organisation.</li> <li>Takes calculated risks in order to enable the delivery of better results.</li> </ul>	✓	

## POSITION DESCRIPTION

How the position fits into the organisation:

