

DUTIES AND RESPONSIBILITIES – JOB DESCRIPTION



**POSITION DESCRIPTION**  
**HAWKE'S BAY REGIONAL COUNCIL**  
**CHIEF EXECUTIVE**

*This document is subject to review from time to time*

- Position:** Chief Executive
- Reports to:** The full Council through the Chairman
- Location:** 159 Dalton Street, Napier
- Position Objective:** The Chief Executive is responsible for the overall efficient and effective management of the organisation.
- Functional Relationships:**
- Internally*
- The Chairman
  - Councillors
  - Senior Leadership Team
  - Council Staff
- Externally*
- Government, Crown Agencies and SOE Representatives
  - Mayors of local authorities in the region
  - CEO's of other local authorities
  - Local Iwi
  - Senior staff from other organisations, businesses and local authorities
  - Professional groups
  - Various community groups
  - Ratepayers and general public
  - Media representatives

**Nature and Scope:**

The Chief Executive is the most senior executive position within the Council. The Chief Executive is responsible to the Council for the overall management of its business. The Chief Executive is to be the Council's trusted and impartial advisor.

In terms of the Local Government Act the Chief Executive is responsible for the employment of all other staff and negotiates on behalf of the Council their terms of employment. In addition, the Act provides that the Chief Executive is responsible directly to the Council for:

- implementing decisions of the Council
- advising members
- ensuring all functions, duties and powers are properly performed and exercised
- ensuring the effective, efficient and economic management of the activities of the Council

The Chief Executive ensures that the Council operates within the legal framework laid down and that it meets all of its statutory obligations. To this end the Chief Executive will be called upon frequently to offer advice to the members of the Council.

The Chief Executive will identify the Council's strategies, goals and tactical plans as presented in the various council planning documents. Through leadership of the Leadership team, the Chief Executive is responsible for the implementation of the Council's strategies and plans. The Chief Executive must keep the Council informed of progress against the plans of material problems and deviations.

The position is exposed to more than usual public scrutiny. The actions, style and manner of the Chief Executive in the course of all public contact must reflect professionalism, patience and tact. Where public debate occurs it is the responsibility of the Chief Executive to foster informed public understanding by articulating and explaining policy positions taken by the Council. It is not the responsibility of the Chief Executive to answer for, or publicly defend the policy decisions of the Council.

**Dimensions:**

Staff Numbers	150 FTE
Population	150,000 (usually resident)
Land Area	14,137 sq km
Council Revenues 2015/16	\$42.3 million
Rating Assessments	\$15.9 million
Total Assets 2015/16	\$590 million

**Limitations of Authority:**

Pursuant to the provisions of the Local Government Act 2002 and its amendments and within the parameters of Council Budget and Policy the Chief Executive is delegated full authority to manage the Council's operations. In particular, the Chief Executive has authority to:

*Operating Expenditure*

Commit expenditure in accordance with the estimates approved by Council.

*Capital Expenditure*

Commit current capital expenditure on any individual item allowed for in the current capital programme approved by Council.

*Legal Status*

The incumbent is appointed as the Chief Executive and Principal Advisor of the Hawke's Bay Regional Council in terms of the Local Government Act 2002.

## Key Tasks and Specific Accountabilities

### 1. Leadership

The Chief Executive will be responsible for the effective leadership and representation of Hawke's Bay Regional Council.

#### Expected Results

Continue to enhance relationships between communities and the Council.

- Provide leadership advice and direction to Council, Councillors, management and staff.
- Advise Council on appropriate organisational matters.
- Effectively communicate both internally and externally the organisations vision and objectives, and ensure these are understood by all stakeholders.
- Ensure the motivation and commitment of staff towards realising the organisation's purpose.
- Provide professional and positive leadership in the community, including maintaining/enhancing the image of the Hawke's Bay Regional Council, both internally and externally.
- Involve the Senior Leadership team and other staff as appropriate in the planning and implementation of the organisation strategies and plans including statutory plans, budgets and activity management plans, and policy development.
- Implement Council policies and decisions in line with the delegations set by Council.

### 2. Planning

The Chief Executive will be responsible for the strategic future planning and direction of the organisation in conjunction with the Councillors and Senior Leadership team.

#### Expected Results

- Oversee the preparation and presentation of Annual Plans for consideration by the Council.
- Oversee the preparation and presentation of a draft Long Term Plan (LTP) for consideration by the Council.
- Develop strategies and plans to effect compliance with the Local Government Act 2002.
- Develop and regularly review other relevant strategies and plans.
- Review and communicate changes to the plans in conjunction with the Councillors and Senior Leadership team.
- Maintain knowledge of and update changes to plans as and when appropriate.
- Ensure that external service providers deliver an appropriate level of service and value for money.
- Make available appropriate measures which inform the organisation about its performance.

### 3. Financial Management

The Chief Executive will be financially literate and will be responsible for the effective financial management and reporting.

#### Expected Results

- Ensure the preparation and presentation of the Annual Report for adoption by the Council.
- Ensure the preparation and presentation of a financial strategy and budget for approval by the Council.

- Take appropriate steps to ensure Council lives within the budget.
- Ensure appropriate reporting systems are in place and complied with.
- Provide timely and accurate financial and operational reporting to the Council.
- Achieve an audit report without qualification.

#### 4. Human Resource Management

The Chief Executive will ensure human resources are in place to support the efficient and effective delivery of Council's services and the implementation of the organisation's objectives.

##### Expected Results

- Maintain an organisational structure that will enable the achievement of the organisational objectives.
- Continually identify, and adapt in response to influences on the organisation such as the economic climate, the effectiveness of individuals or proposed legislation etc.
- Establish and review as necessary human resource policies and procedures which support the organisational objectives.
- Ensure direct reports work to continually improve performance against purpose in their areas of responsibility, and contribute to the achievement of purposes of other groups and the organisation as a whole where appropriate.
- Ensure all staff are utilised to their full potential to the benefit of the Hawke's Bay Region Council and have the skills appropriate to their positions. Remove barriers and enable the opportunity to develop new skills which will enhance the Council's performance.
- Have in place an effective staff performance planning and development review system.
- Ensure that appropriate and robust systems and processes are in place to recruit and retain staff, through effective remuneration structures, training and work performance measurement.
- Ensure the Health and Safety of employees and contractors is a top priority and have in place effective systems to promote safety in the workplace.

#### 5. Communication / Interpersonal Relations

The Chief Executive will be the link between the Council and staff, ratepayers, resource users and general public and will be responsible for effective and timely communication and maintaining positive interpersonal relations.

##### Expected Results

- Be a spokesperson for the Council in accordance with Council policy.
- Ensure the Council is kept fully informed of progress and barriers in relation to strategic and organisational objectives.
- Ensure regular informal contact is maintained with Councillors.
- Ensure internal communication provided by senior managers is maintained at a high standard.
- Ensure the public are satisfied with the level and quality of communication from the Hawke's Bay Regional Council and feel the Council is accessible.
- Demonstrate interpersonal relations and communication skills projecting a credible and dependable manner working towards enhancing the image of the Hawke's Bay Region Council.
- Participate in public forums, meetings and information exchanges to assist communication between the Council and the public and make consultation effective.
- Be a willing Council spokesperson in regard to media contact.

- Represent the Hawke's Bay Regional Council in the media in a positive and professional manner.

## 6. Personal Development

The Chief Executive will be responsible for his/her own personal development.

### Expected Results

- Attend relevant and value adding professional courses and programmes as agreed with the Council.
- Be a member of relevant industry institutes and associations.

## 7. Other

The Chief Executive will be required to carry out other tasks and duties, as and when required.

### Expected Results

- Ensure duties are carried out in a timely and accurate manner and in keeping with the organisation's purpose.

## **Ideal Person Specification**

### **Qualifications**

- A tertiary qualification is desirable

### **Experience**

- Previous Local Authority / Regional Council experience or appropriate commercial / public sector experience
- Previous experience at Chief Executive or senior management level
- Experience working with Iwi

### **Skills and Knowledge**

- Financial Acumen
- Effective communicator
- Commercial acumen
- Political acumen
- Resource Management Act knowledge
- Leadership ability, vision and flexibility to initiate change where appropriate
- Innovator
- Enthusiastic, performance driven and accept the responsibility and accountability for the attainment and quality of performance of organisational goals

## Key Performance Indicators – Chief Executive Hawke’s Bay Regional Council 2016-2017

Performance Indicator	Expected Results	Outcome
<p>Effective leadership and representation of the Council.</p> <p>The strategic future planning and direction of the Council is undertaken in conjunction with the councillors and senior leadership team.</p>	<p>(a) Leadership advice and direction to Council, Councillors, management and staff is provided as is appropriate.</p> <p>(b) Council is advised in a timely manner on appropriate organisational matters.</p> <p>(c) To be an effective and efficient manager and ensure Council is fit for purpose</p> <p>(d) Communication both internally and externally of the organisations vision and objectives is effective and understood by all stakeholders.</p> <p>(e) The motivation and commitment of staff towards realising the organisation’s purpose is evident.</p> <p>(f) Professional and positive leadership in the community is provided including maintaining/enhancing the image of the Hawke’s Bay Regional Council, both internally and externally.</p> <p>(g) The Senior Leadership team and other staff as appropriate are involved in the planning and implementation of the organisation strategies and plans including statutory plans, budgets and activity management plans, and policy development.</p> <p>(h) Council policies and decisions in line with the delegations set by Council are effectively implemented.</p>	
	<p>(a) The preparation and presentation of the Annual Plans for consideration by the Council is well prepared, accurate and informative.</p> <p>(b) The preparation and presentation of a draft Long Term Plan (LTP) for consideration by the Council is effective and appropriate.</p> <p>(c) Strategies and plans are developed to effect compliance with the Local Government Act 2002.</p> <p>(d) Other relevant strategies and plans are developed and</p>	



	<p>reviewed as is appropriate.</p> <ul style="list-style-type: none"> <li>(e) Changes to the plans are reviewed in conjunction with the Councillors and Senior Leadership team and communicated as is appropriate.</li> <li>(f) The knowledge of and update changes to plans is maintained as is appropriate.</li> <li>(g) External service providers deliver an appropriate level of service and value for money.</li> <li>(h) Appropriate measures which inform the organisation about its performance are provided as is appropriate.</li> <li>(i) Regular reviews of strengths and weaknesses and report to Council</li> </ul>	
<p>Financial management is effective and reported on.</p>	<ul style="list-style-type: none"> <li>(a) The preparation and presentation of the Annual Report for adoption by the Council is undertaken in a timely and accurate manner.</li> <li>(b) The preparation and presentation of a financial strategy and budget for approval by the Council is undertaken as is appropriate.</li> <li>(c) Appropriate steps are taken to ensure Council lives within the budget.</li> <li>(d) Appropriate reporting systems are in place and complied with.</li> <li>(e) Timely and accurate financial and operational reporting is provided to the Council.</li> <li>(f) An audit report without qualification is achieved.</li> </ul>	
<p>Resources are in place to support the efficient and effective delivery of Council's services and the implementation of the organisation's objectives.</p>	<ul style="list-style-type: none"> <li>(a) An organisational structure is maintained that enables the achievement of the organisational objectives.</li> <li>(b) The effectiveness of individuals is identified, and adapted in response to influences on the organisation such as the economic climate, proposed legislation etc.</li> <li>(c) Human resource policies and procedures which support the organisational objectives are developed and regularly reviewed.</li> <li>(d) Direct reports work to continually improve performance against purpose in their areas of responsibility, and contribute to the</li> </ul>	

	<p>achievement of purposes of other groups and the organisation as a whole where appropriate.</p> <p>(e) All staff are utilised to their full potential to the benefit of the Hawke's Bay Region Council and have the skills appropriate to their positions. Barriers are removed that restricts the opportunity to develop new skills which will enhance the Council's performance.</p> <p>(f) An effective staff performance planning and development review system operates in Council.</p> <p>(g) Appropriate and robust systems and processes are in place to recruit and retain staff, alongside effective remuneration structures, training and work performance measurement.</p> <p>(h) The Health and Safety of employees and contractors is a top priority and effective systems are in place to promote safety in the workplace.</p> <p>(i) Councillors are provided with a high level of comfort that health and safety is addressed effectively in the organisation.</p>	
<p>Being the link between Council and staff, ratepayers, resource users and the general public and responsibility for effective and timely communication and for maintaining positive interpersonal relations.</p>	<p>(a) The spokesperson role for the Council is done in accordance with Council policy.</p> <p>(b) Council is kept fully informed of progress and barriers in relation to strategic and organisational objectives.</p> <p>(c) Regular informal contact is maintained with Councillors.</p> <p>(d) Internal communication provided by senior managers is maintained at a high standard.</p> <p>(e) Feedback indicates the public are satisfied with the level and quality of communication from the Hawke's Bay Regional Council and feel the Council is accessible.</p> <p>(f) Interpersonal relations and communication skills are demonstrated and projects a credible and dependable manner that enhances the image of the Hawke's Bay Region Council.</p> <p>(g) Public forums, meetings and information exchanges are participated in to assist communication between the Council and the public and make consultation effective.</p> <p>(h) Be a willing Council spokesperson in regard to media contact.</p>	

	<p>(i) The Hawke's Bay Regional Council is represented in the media in a positive and professional manner.</p>	
Plan for personal development.	<p>(a) Relevant and value adding professional courses and programmes are attended as agreed with the Council.</p> <p>(b) Be a member of relevant industry institutes and associations.</p>	
Develop effective relationships with relevant tangata whenua organisations and ensure the effective operation of the RPC	<p>(a) Council has a positive reputation with iwi groups.</p> <p>(b) Strong relationships are established with Maori.</p> <p>(c) Suitable resources are provided to enhance the development of relationships with Maori.</p> <p>(d) Council staff are able to respond to issues affecting the relationship with Maori in appropriate ways.</p> <p>(e) The RPC and Maori Standing Committee are effective and adds value to the Council's planning processes.</p> <p>(f) Effective methods are employed to ensure Maori have an effective part to play in Council decision-making.</p>	
Develop effective relationships with relevant stakeholders who intersect with the work and operations of the Hawke's Bay Regional Council	<p>(a) Good clear working relationships with the relevant groups</p>	

## POSITION DESCRIPTION

**POSITION:** Chief Executive Officer – Hawkes Bay Regional Investment Company (HBRIC)

**REPORTS TO:** HBRIC Board of Directors

**LOCATION:** Hawkes Bay, New Zealand

### PURPOSE OF THE ROLE

The Hawke’s Bay Regional Investment Company Ltd (HBRIC Ltd) is a council controlled trading organisation established to manage some of Hawkes Bay Regional Council’s (HBRC) larger infrastructure investments around the region.

The objectives of HBRIC are to:

- Actively manage its allocated investment portfolio and any new investments it makes to ensure growth of shareholder value, increased financial and strategic returns, investments are secure and sustainable over the long term. Investments include Napier Port (100%), Ruataniwha Water General/Limited Partnership (50%) and HBRIC SUB (100%).
- Identify on behalf of Council, and in conjunction with relevant parties, present and future regional infrastructural needs, and to support the establishment and maintenance of resilient infrastructure in the Hawke’s Bay region that has the potential to enhance the economic well-being of the region, and provide an adequate return.
- Build the financial strength of HBRIC through appropriately directed commercial investment

The CEO, reporting to the Board of HBRIC, will be responsible for delivering on the above agenda.

### DIMENSIONS

<b>Shareholders funds</b>	Circa \$300M
<b>STAFF</b>	2 part time direct reports

### KEY RELATIONSHIPS

	<b>PURPOSE</b>
<b>INTERNAL</b> Board of Directors Shareholders/Council	Performance and risk reporting Performance and risk reporting
<b>EXTERNAL</b> Port of Napier RWLP HBRIC SUB Financiers Auditors	Shareholder contact (Management level) Shareholder contact (Management level) Shareholder contact (Management level) Secure funding Assurance reporting

## BUSINESS CONTEXT/ENVIRONMENT

Napier Port is the leading international port in central New Zealand. The investment is expected (via dividends) to be a significant source of non-rate revenue for Council and has long term prospects of growth and development.

The Ruataniwha Water Storage Scheme (RWSS) is a key means for Council to achieve its strategic environmental objectives for the TukiTuki catchment including restoration of diminished low-flows, protecting aquatic ecosystems and limiting or managing periphyton growth, at the same time as enabling economic development in Hawke’s Bay through the commercial irrigation of agricultural land.

The commencement of the RWSS construction has been a high profile matter. The scheme has been through an extensive public consenting process via the Environmental Protection Agency Board of Inquiry, and been subject to intense scrutiny from investors and financiers. As a high profile activity within the region it will be subject to ongoing public and customer scrutiny.

HBRIC SUB will be responsible for undertaking much of the operations and maintenance of the RWSS under contract to RWLP (note it is not accountable for the construction of the infrastructure).

The Ngaruroro Water Storage Scheme is another project being considered for development.

## KEY ACCOUNTABILITIES

KEY ACCOUNTABILITIES	KEY TASKS	KPI'S
Strategy	<ul style="list-style-type: none"> <li>- Review investment and capital strategies for existing investments</li> <li>- Identify and evaluate new investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Development of annual strategic plan</li> </ul>
Performance management and reporting	<ul style="list-style-type: none"> <li>- Monitor and set performance expectations for all assets</li> <li>- Board reporting</li> <li>- Shareholder reporting</li> <li>- Produce annual SOI and annual report</li> </ul>	<ul style="list-style-type: none"> <li>- Shareholder value</li> <li>- Financial returns</li> <li>- Strategic returns</li> </ul>
External communications	<ul style="list-style-type: none"> <li>- Engage with media, customers and public</li> </ul>	<ul style="list-style-type: none"> <li>- Reputation</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>- Ensure all financial, statutory and Council compliance obligations are met</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance</li> </ul>

## KEY SKILLS AND EXPERIENCE

<b>Chief Executive experience</b>	Experience reporting to a Board of Directors
<b>Commercial</b>	Track record of operating in a commercial environment involving investment decisions and management
<b>Local government</b>	Exposure to a local government operating environment
<b>Financial literacy</b>	Strong analytical, financial and numerical skills deployed in a commercial environment.
<b>Leadership</b>	Proven senior leader with strong value set and ability to influence successful outcomes in a complex environment
<b>Communication skills</b>	Strong written and verbal communication skills

## ORGANISATION CHART

