

POSITION DESCRIPTION

Position:	Parks Manager
Department:	Parks
Location:	Queenstown
Reports to:	Community Services General Manager
Date:	September 2022

BACKGROUND

Queenstown Lakes District Council (QLDC) is a territorial authority in Te Waipounamu South Island of Aotearoa New Zealand, with a current resident population of approximately 48,300 which is projected to increase to 61,350 by 2031¹. The Queenstown Lakes District is also a premier tourist destination making a significant contribution to the national economy. In recent years, the district has undergone significant and sustained growth in both resident population and in international and domestic visitor numbers. On a peak day in 2021, visitor numbers totalled 99,200 which is projected to reach 152,910 on a peak day in 2031². The overall growth pressures the district is experiencing has led to the 2021 -2031 Ten Year Plan setting out an ambitious programme of work, with over \$1.6 billion of capital investment to be made over the decade³.

QLDC has a central role to play in maintaining and enhancing the quality and liveability of the outstanding environment of the district. It also has a central role in development and regulation and provides high quality services and infrastructure to residents and visitors; managing the district's parks, trails, libraries and recreational facilities; enabling sustainable development through consenting services; and regulating local activities. QLDC's role in leading the recovery effort for the district in response to COVID-19, also means that the diversification of the district's economy is an increasingly important priority for our Council.

The community outcomes set out in the 2021 – 2031 Ten Year Plan are directly extracted from [Vision Beyond 2050](#), which is our community vision statement:



¹ QLDC demand projections, July 2022

² QLDC demand projections, July 2022

³ QLDC Ten Year Plan 2021 - 2031

VISION, MISSION AND VALUES

We're proud to be QLDC, and in response to the growth the district has experienced over recent years the QLDC organisation has itself experienced substantial growth. With an employed workforce of approximately 550 in July 2022, and a range of partner organisations delivering services on behalf of Council, QLDC is also a significant employer in the district. The range and types of work carried out at QLDC are extensive, and complex; becoming increasingly so as the district continues to grow.

Our culture is an important part of who we are. The vision, mission and values set out below are the foundation for our organisational culture; how and why we go about things:



PURPOSE

The purpose of this role is to set the strategic direction for the Parks team and lead the development of standards of excellence across Parks, Reserves and Open Spaces. This role will provide the Parks team with guidance, advice and mentoring. This role will foster a positive culture to ensure the management and delivery of services is customer-focused, service-centric, efficiently run, represents value for money and meets the needs of the community.

This role will also take full ownership over all financial planning for Parks services and be responsible for overseeing key stakeholder relations to include; elected members and community working groups/representatives.

KEY TASKS

People Management

- Responsible for the direction and control of the teams and accountable for their results.
- Establish and develop a high performing team through coaching and mentoring, building group enthusiasm and engagement around Councils goals and values.
- Communicate and implement the corporate vision and direction of the General Manager to direct reports and the Parks team.
- Provide strong leadership in controlling the complexity of projects. Advocacy, persuasion and negotiation skills are core components of the role.
- Create a culture of highly engaged staff, motivated to achieve Division, Group and Council goals.
- Identify emerging issues and resolve at earliest opportunity. Escalate issues that are identified as a risk to Council.

Strategic & Operational Management

- Represent Parks strategic and operational planning requirements in inter-division initiatives as directed by the General Manager.
- Lead the Parks direction and strategic planning with an emphasis on sustainable development and management that is consistent with community outcomes.
- Ensure the Parks team is resourced adequately to deliver expert advice to internal and external entities as required.
- Lead the following planning and reporting processes for Parks activities, including but not limited to:
 - Long Term Plan and Annual Plan
 - Strategic plans
 - Asset Management Plans
 - Quarterly reporting on LTP levels of service)
 - S17A reviews

Operational Excellence

- Provide strong and effective leadership and clear direction for Parks operations.
- Develop and implement standards of practice in the provision of QLDC's parks and reserves and ensure their consistent application.
- Develop and implement the Parks capital programme.
- Ensure commercial contracts deliver the best value for QLDC, with oversight of contractor and provider arrangements and ensure these contracts are being appropriately implemented, managed and reviewed.
- Champion QLDC commitment to excellence, innovation, and quality.
- Be a change catalyst inspiring continuous improvement and new directions.
- Implement, develop and continually improve service delivery policies, processes, and systems to provide effective, efficient parks services.

Strategic Relationships

- Develop and maintain effective relationships and communication with peer Managers within Council to foster collaborative leadership.
- Develop and maintain sound working relationships, networks, and partnerships with key stakeholders both locally and nationally, including counterparts in other government agencies, and private industry representatives.
- Represent Council or the Parks management team as required, in external situations as appropriate or as requested by the Community Services General Manager. This role will involve significant internal and external relationship management.

Customer Focus

- Lead and instil a culture of customer focused thinking and operation.
- Work collaboratively with peers to ensure that decisions are made with the customer in mind.
- Lead the team to deliver a customer focused end-to-end process and service for park services related decisions.

Relationship Management

- Establish ongoing dialogues with the community and customers and is proactive in building strategic alliances consistent with QLDC's vision.
- Strategically manage customer relationships through on-going dialogue. Take a long-term perspective in ensuring delivery, satisfaction and value for money.
- Maintain key networks with other Parks and Reserves providers and identify opportunities for collaboration and service improvement.
- Develop and maintain relationships with other existing and potential collaboration partners.
- Cultivate a professional and positive image for QLDC with the media and the community.

Business Unit Management

- Continually monitor the allocation and performance of resources (both people and facilities) and the achievement of agreed targets and quality standards. Provide appropriate reporting to the General Manager, Chief Executive and Council on the performance of the business area.
- Capability building – Ensure the team is structured appropriately, has in place the appropriate operating model and management structures and the necessary financial, human, technical and service delivery capabilities to deliver its outcomes.
- Financial management – Accountable for the financial performance of the team, managing budgets within defined parameters and ensuring efficient and effective use of financial resources.
- Risk management – Ensure appropriate frameworks and processes are in place to effectively identify and manage risks to the Divisions and QLDC's reputation and achievement of its programme of work.
- Human resource management – Accountable for the successful management of employees within the team; establishing and leading a high performing team through coaching, mentoring and motivating; and implementing QLDC's performance management system effectively.

- Reporting- As required, provide advice and information to Council, Community Boards, and committees in accordance with delegations and policies. Lead direct reports to develop and implement systems and processes which are aligned to the Council's objectives. Reports include but are not limited to critical business outcomes, KPI's, customer satisfaction measures, financial expenditure against budget, key risks, and significant issues.
- Ensure procurement processes deliver best value for money. Has oversight of the arrangements with suppliers and contractors and ensures that these contracts are being appropriately implemented, managed and reviewed.
- Ensure collaboration arrangements deliver best value for QLDC. Has oversight of arrangements with collaboration partners and ensures that these arrangements are being appropriately implemented, managed and reviewed.
- Encourage and foster a climate of high performance, high personal satisfaction and open communication amongst all staff.

Corporate Responsibilities

- Build commitment to QLDC's vision, values and services.
- Willingly undertake any duty required within the context of the position.
- Ensure compliance with all legal/ statutory and QLDC requirements for health and safety of all staff, visitors and users of QLDC parks, reserves and open spaces.
- Manage own personal health and safety and takes appropriate action to deal with workplace hazards, accidents and incidents.
- Comply with all legislative requirements.
- Adhere to QLDC's Code of Conduct.

KEY RELATIONSHIPS

Internal:

- Community Services General Manager
- Chief Executive
- Direct Repots - Parks Planning Manager, Parks Contracts Manager, Parks Service Delivery Manager
- Parks Team
- Elected members - Council, Local Boards.
- Property & Infrastructure
- Planning & Development
- Third Tier Managers

External:

- Customers (community)
- Stakeholders
- Collaboration partners
- Other Councils and Parks and Reserves providers
- Relevant Governmental agencies

ACCOUNTABILITIES AND DELEGATIONS

Financial delegations of Category C

\$400,000 Capital Expenditure, and \$100,000 Operating Expenditure.

In conjunction with the General Manager Community Services, agree and manage annual budget for the Parks team.

Staff management:

Number of direct reports: 3 direct reports

Total number of staff reporting: approximately 32 staff

PERSON SPECIFICATION

- Tertiary qualification (degree) in Parks and Reserves discipline or experience to an equivalent level is required.
- Extensive experience (10 + years) in a similar role.
- Understanding of strategic planning principles, policy preparation and public consultation.
- A proven track record of successfully engaging internal and external stakeholders in the planning and operation of facilities and activities.
- Proven track record of developing and maintaining relationships across a broad range of sectors at a senior level.
- Extensive networks in, and credibility with the stakeholder community.
- Proven track record of managing business process and cultural change within an organisation.
- Experience leading and managing a team including all aspects of staff and resource management.
- Demonstrated ability to create a continuous improvement culture and motivating environment for staff.
- Broad general management skills including budget management and people leadership.
- Demonstrated ability to achieve targets.
- Highly motivated, achievement-oriented, and innovative professional.

COMPETENCIES

Core competencies for all employees of QLDC:

Integrity	<ul style="list-style-type: none"> ▶ Represents QLDC in an honest, ethical and professional way, supporting a culture of integrity and professionalism ▶ Acts on QLDC’s vision, mission and values even when it is uncomfortable or difficult to do so ▶ Follows through on agreements; can be relied on to complete tasks and meet commitments
Delivering Quality Results	<ul style="list-style-type: none"> ▶ Emphasises progress over perfection, taking action and initiative to resolve issues within established process and procedure ▶ Prioritises and aligns tasks across the team to maximise efficiencies and deliver or exceed expectations ▶ Acts decisively to turn around inefficient or under-performing parts of the business
Adaptability	<ul style="list-style-type: none"> ▶ Is open to new ideas and is willing to try new ways of doing things ▶ Coaches the team and others to adapt to changing circumstances ▶ Clearly and positively communicates the benefits/requirements of change ensuring they are understood by others
Customer Focus	<ul style="list-style-type: none"> ▶ Communicates effectively with customers and stakeholders to identify their needs and requirements ▶ Creates a culture which embodies the delivery of a high-quality customer experience across QLDC, ensuring systems and processes drive service delivery outcomes ▶ Understands the different groups and coalitions in the wider business / community environment including the reasons for their underlying concerns and agendas and how they can affect and influence decisions and outcomes
Managing Relationships	<ul style="list-style-type: none"> ▶ Establishes and maintains effective relationships with stakeholders and gains their trust and respect ▶ Ensures actions, processes and decisions deliver sustainable relationships and support QLDC’s interests ▶ Actively builds and develops partner relationships to create common goals and understanding
Valuing Diversity	<ul style="list-style-type: none"> ▶ Is aware of and responsive to cultural differences when engaging with people and groups ▶ Role models respect and sensitivity to diversity and difference to ensure an inclusive team environment ▶ Creates a feeling of belonging and strong team morale through leveraging individual strengths and differences to enhance collaboration, discussion, and decisions ▶ Builds an environment of collaboration and co-operation across QLDC, involving the most appropriate people from across the business

Competencies specific to the role:

Problem Solving	<ul style="list-style-type: none"> ▶ Identifies potential problems, barriers, and risks and takes action to resolve them ▶ Engages in critical analysis of complex issues, weighs up alternatives and identifies the most effective solutions ▶ Seeks input and the perspectives of others to support efficient and effective problem solving ▶ Exercises judgement and makes good decisions
Resilience	<ul style="list-style-type: none"> ▶ Demonstrates resilience by remaining composed and persevering through difficult or stressful situations ▶ Role models patience and tolerance when dealing with inconveniences and difficulties ▶ Takes personal responsibility for decisions, actions, and mistakes
Influencing and Negotiating	<ul style="list-style-type: none"> ▶ Considers how to influence over time and adopts a number of deliberate strategies to influence and communicate with others ▶ Achieves effective solutions and outcomes within challenging relationships, or when dealing with ambiguous and conflicting positions ▶ Involves the broader QLDC community, building support for ideas and lobbying influential stakeholders
Collaborating	<ul style="list-style-type: none"> ▶ Is open and transparent in expressing their views and opinions, offering ideas and suggestions to support the team and collaborating to achieve common goals ▶ Displays openness to challenge from others, taking alternative viewpoints on board to create the best outcome ▶ Acknowledges contributions of others in successful projects/ideas
Inspiring, Direction and Purpose	<ul style="list-style-type: none"> ▶ Champions QLDC's vision and strategy and communicates the way forward generating enthusiasm and commitment to goals ▶ Delegates projects and tasks to others allowing them sufficient autonomy and responsibility ▶ Explains information clearly, ensuring messages are understood so team members understand their roles and what is expected of them ▶ Anticipates and assesses the impact of changes to work-plans and initiatives such as changing political / economic conditions and responds appropriately
Commercial Awareness	<ul style="list-style-type: none"> ▶ Utilises networks and market information to gather multiple perspectives and insights into customer needs and perceptions ▶ Grasps the full meaning and interrelationships of key financial indicators, analysing and cutting through complex data to evaluate and create strategic choices and options ▶ Develops reciprocal, long-term relationships with partners to address current and future community needs
Change and Innovation	<ul style="list-style-type: none"> ▶ Drives continuous improvement and identifies opportunities to enhance processes and practices ▶ Encourages diverse thinking and innovative approaches to addressing problems and opportunities ▶ Supports others through change, acknowledging and helping individuals to overcome change resistance ▶ Creates an environment that provides direction and promotes continuous learning and development ▶ Takes action to build team members' confidence and competence