

Position title	Manager – Organisational Planning and Performance		
Reporting to	General Manager – Strategic Planning		
Group	Strategic Planning		
Direct reports	1	Total reports	1
Financial authority	PNCC Grade		22
Date last updated	November 2024		

Our vision for the city is

He iti rā,
he iti pounamu
Small city benefits,
big city ambition.

City Strategy and four goals to support our city vision

The Oranga Papaioea City Strategy is the foundation for Palmerston North City's Long-Term Plan (2024-2034).

The four goals are actioned through 15 targeted plans.

Our Performance Plan

Every three years, to align with the Long-Term Plan cycle, we produce a Performance Plan. This comes out of our Organisational Strategy. This is about how we strive to be a driven and enabling organisation to achieve our strategic goals.



Our Values

PONO

Tuia te manawa tapatahi. Manaakitia te hau o roto, te hau o waho
We choose to be real and be positive. We act with integrity and fairness. We are mana enhancing and we care.

WHANAUNGATANGA

Tuia te manawa whakawhanaunga. Manaakitia te hau pāhekoheko, te hau o rau ringa
We cooperate and collaborate because we are stronger together. We treat each other with respect, valuing diverse contributions.

KIA MĀĪA

Tuia te manawa mārohirohi. Manaakitia te hau o toa, te hau o hua
We work with courage and perseverance to serve our community. We trust in ourselves and our teammates to make it happen.

CONTEXT

The Strategic Planning Group takes the lead role of strategy development for the Council to ensure that there is an integrated planning approach and alignment of action within the Council in achieving the best outcomes for the City. The Group is responsible for the city vision, goals, strategy and plans, the Long Term Plan, organisational performance, Māori advisory, the District Plan, policies and bylaws, recreation planning, transport planning, urban design, climate change, sustainability, international relations and economic development.

MAIN PURPOSE

The purpose of this role is to:

- 1) Lead the development of Council's Long Term Plan in a collaborative manner with a range of staff from across the organisation based on:
 - Strategic direction & leadership provided by the Mayor and Councillors, Rangitāne and the Senior Leadership Team
 - Strong project management and technical advice provided by the Long Term Plan team, other staff and key stakeholders.
- 2) Manage the organisational performance function to ensure all Groups and Divisions across Council are well-prepared to contribute to the development, implementation and monitoring of the Long Term Plan.
- 3) Support the Mayor, Chief Executive, General Manager – Strategic Planning and CEDA with strategic advocacy and coordinate technical advocacy across the organisation.

Organisational planning and performance is a small team of two. It is anticipated that there will be flexibility between the two roles regarding the exact duties undertaken, with the Manager Organisational Planning and Performance being responsible for the overall function.

KEY AREAS OF RESPONSIBILITY

Lead the development of the Long Term Plan

- Develop a strategy-led and legally compliant Long Term Plan every 3 years, or as required via amendments.
- Act as a key connector & collaborator between the Mayor and Councillors, Rangitāne, the Senior Leadership Team, the Long Term Plan team and key external stakeholders.
- Lead the Long Term Plan team with a strong focus on team work, communication, project management and collaboration. Leading the Long Term Plan will require active “hands-on” leadership and facilitation.

- Ensure that the key components of the Long Term Plan are prepared in a coordinated way that ensures that each component is developed on-time and takes into account the other components. The key components are:
 - Vision and Goals
 - City Strategy and Plans
 - Financial Strategy
 - Infrastructure Strategy
 - Asset Management Plans
 - Levels of Service
 - Budgets
 - Strategy alignment and budget prioritisation
 - Consultation and Engagement
 - Deliberations and Adoption
- Review Council's levels of service as part of the preparation of the Long Term Plan to ensure they align with Council's strategic direction.
- Lead the budget prioritisation process working closely with the Long Term Plan team.
- Prepare the Plans required to deliver on the Vision, Goals and City Strategy, working closely with the Strategy and Policy Manager.
- Manage the relationship with Audit NZ as it relates to the Long Term Plan
- Develop and implement the performance management framework for the Long Term Plan as part of the organisational performance function, working closely with:
 - The Strategy and Policy team on monitoring of community outcomes
 - The Corporate Services and Infrastructure teams on the quarterly reports, with a particular focus on the non-financial reporting.
- Work with the Long Term Plan team to increase the level of meaningful internal and external engagement in the Long Term Plan process.

Promote a culture of innovation and continual improvement to the Long Term Plan development process

- Promote a community-wellbeing and city-making approach to the Long Term Plan that recognises and values the interconnectedness of all Council decisions.
- Promote the benefits of multi-disciplinary working as part of leading the Long Term Plan team.
- Promote and seek strong alignment of the Council's vision, goals, city strategy, plans, asset management plans and the Long Term Plan.
- Ensure the Long Term Plan processes is set in the context and promotes the importance of emerging global and national trends, Government directions and alternative / new funding mechanisms.

Long Term Plan Project Planning

- Prepare both a high-level and detailed Long Term Plan Project Plan in collaboration with the Long Term Plan team that enables the Senior Leadership Team to make good decisions throughout the duration of the Long Term Plan process.
- Give effect to the Long Term Plan Review recommendations.
- Apply a strong project management discipline throughout the Long Term Plan process.

Strategic Support to the Senior Leadership Team on the Long Term Plan

- Act as a trusted advisor to the Senior Leadership Team
- Coordinate Senior Leadership Team contributions to key internal and external meetings and workshops.
- Ensure the Senior Leadership Team is briefed and prepared for key internal and external meetings and workshops.
- Support strong participation in the Long Term Plan process by the Senior Leadership Team.

Manage the organisational performance function

- Manage the organisational performance function, with an emphasis on the following key priorities:
 - Work with the Senior Leadership Team and Group Leadership Teams to ensure all Groups and Divisions across Council are well-prepared to contribute to the development, implementation and monitoring of the Long Term Plan.
 - Support the Senior Leadership team and Group Leadership Teams to prepare and implement Group Plans in a coordinated manner.
 - Manage the residents survey process, working closely with the marketing and communications teams.
 - Produce meaningful content to increase the level of internal engagement in the Long Term Plan process.

Advocacy

- Support the Mayor, Chief Executive, General Manager – Strategic Planning and CEDA with strategic advocacy.
- Coordinate technical advocacy across the organisation ensuring consistent messaging.

S17A Reviews

- Assist divisional managers with section 17A LGA reviews.

Proactive in assisting the Strategic Planning Group in achieving their objectives.

- Active communication with other staff and participation in regular Group meetings
- Preparation and presentation of reports, and attendance at meetings of the Council and its Committees as required
- Being prepared to assist with major Council planning projects as required - this involves being part of a team and contributing to the team as required
- Providing feedback to the team and wider Group on emerging issues
- Being a proactive contributing member of Tira Hautu, the Group leadership team

***Please note:** Key areas of responsibility are likely to develop and change over the course of an employee's tenure at Council as the employee grows in skills and competencies. These key tasks and areas of responsibility are not an exhaustive list, nor will they remain static. The annual Performance, Planning and Evaluation (PPE) will supersede this job description. In addition, employees may be asked to do tasks outside of this description as and when required.*

RISK MANAGEMENT ACCOUNTABILITIES FOR ALL EMPLOYEES

- **Council Policies and Procedures:** Ensure self and team comply with applicable council policies and procedures.
- **Environmental:** Reduce environmental impacts that may arise from work. All activities and communications must be conducted in accordance with applicable environmental laws and council policies. Promote the proactive management of environmental issues associated with conducting business.
- **Health & Safety:** Comply with Health and Safety obligations (e.g. observe and practice safe work methods, ensure your own safety and that of others, report any hazards or potential hazards immediately, use protective equipment and wear protective clothing provided where appropriate, only operate equipment that you have the necessary license and skills to operate, make unsafe situations safe or report unsafe working conditions to your supervisor, report all accidents including near misses promptly)
- **Employment Legislation:** Comply in full with employment legislation and adherence to applicable policies in the areas of employment, EEO and recruitment.

KEY RELATIONSHIPS

Internal & Partners:

- Mayor and Councillors
- Rangitāne
- Senior Leadership Team
- Tira Hautu members (Group Leadership Team)
- Long Term Plan team
- Finance, Asset Planning and Communications teams

- Group leadership teams
- Activity managers and budget holders
- Marketing team

External:

- Government agencies
- Audit NZ
- Sector leads
- Council Controlled Organisations (CCOs)
- TLAs
- Horizons Regional Council
- LGNZ
- Taituara

TYPICAL KNOWLEDGE, SKILLS, AND ATTRIBUTES:

Knowledge (*qualifications and experience*)

- A relevant tertiary qualification is essential, e.g. economics, social sciences, planning, policy, law or humanities.
- Experience in a political environment
- At least 10 years of relevant experience

Skills and Attributes

- Able to show a high level of analytical, conceptual and innovative thinking to address complex policy issues.
- Able to present and communicate complex information in a clear and concise manner
- Able to provide clear, firm advice to Council and management.
- Able to build and maintain strong networks internally and externally
- Able to make appropriate decisions.
- Able to maintain a strong customer focus
- Able to provide leadership which motivates and challenges other to achieve.
- Able to develop and implement a project plan and apply strong project management skills.
- Long term strategic view with a proven ability to develop and implement sound business plans
- Well-developed business, political, and financial acumen with a successful history of sound decision making
- Proven ability to analyse complex issues resulting in the development of solutions that promote the efficient and effective use of resources in a timely manner
- Ability to motivate and lead staff towards a common purpose ensuring that excellence is recognised effectively, and poor performance handled in a sensitive, timely, and effective manner

- High degree of integrity with the ability to maintain strict confidence especially when dealing with sensitive and confidential information

REMUNERATION

- This position is a Grade 22 within Council’s remuneration system:
- Fixed remuneration for the role is between **\$145,986** (85%) and **\$171,748** (100%) depending on the Manager’s assessment of the skills/experience of the jobholder and any other relevant factors.
- In addition, a 3% KiwiSaver employer contribution will be applied (where eligible)

OTHER

The position may be called to work outside normal working hours in the event of a Civil Defence emergency or exercise. The job holder will be expected to participate fully in training provided for this and any other Group activities.

HEALTH & SAFETY

We value our people and know they are the champions of our “great place to work”. Part of this is our strong Health, Safety and Wellbeing programme, alongside Employee Experience development initiatives. We’re proud that we have been awarded a SiteWise Gold status for health and safety.



COMPETENCIES

Core	
Service	<ul style="list-style-type: none"> • Recognises the diversity of customers, and adapts approach and style to meet their needs • Offers customers a range of solutions to problems • Demonstrates commitment to delivery of agreed solutions • Delivers and follows up on solutions • Seeks and gives feedback from customers • Looks for where improvements can be made to systems and processes

<p>Communication</p>	<ul style="list-style-type: none"> • Clearly communicates messages in a clear and concise manner • Uses the most effective method and style of communication for the target group and the situation • Uses active listening techniques including reflection and paraphrasing • Shares ideas appropriately • Recognises and minimises barriers to communication
<p>Business ethics</p>	<ul style="list-style-type: none"> • Demonstrates integrity, honesty, and commitment • Acts ethically in all dealings • Is equitable and ethical in the treatment of others • Is prudent in financial dealings
<p>Information Technology</p>	<ul style="list-style-type: none"> • Has an appropriate level of skill in computer software relevant to the requirements of the role and is confident to try new software • Looks for ways to improve efficiency using technology - takes advantage of technology to achieve goals
<p>Health and Safety</p>	<ul style="list-style-type: none"> • Proactively seeks and provides input into health and safety improvements in their work environment • Promotes and participates in a healthy and safe work culture • Keeps up to date with health and safety legislation and regulations relevant to the work they carry out
<p>Role Specific</p>	
<p>Intellectual Capability</p>	<ul style="list-style-type: none"> • Goes beyond the immediate problem presented and probes to make sure all aspects are addressed • Able to consider the wider implications in formulating a decision • Shows evidence of conceptual and innovative thinking
<p>Leadership</p>	<ul style="list-style-type: none"> • Has buy in to the vision of the future and takes personal ownership of the vision • Communicates, clarifies, and sells the vision; takes and gives feedback • Uses emotional intelligence to assist others to achieve • Removes barriers to progress

	<ul style="list-style-type: none"> • Monitors progress and undertakes corrective actions as necessary • Demonstrates resilience; able to maintain performance over an extended period
Project Leadership	<ul style="list-style-type: none"> • Monitors progress and undertakes corrective actions as necessary • Builds strong relationships in order to achieve the project goals • Demonstrates resilience, able to maintain performance over an extended period • Communicates and sells the project to key stakeholders
Teamwork	<ul style="list-style-type: none"> • Develops a high performing team • Is an active and contributing team player • Establishes and models the standards for teams and teamwork • Champions the development of teams, and recognises the advantages they can bring to the organisation
Relationship Building	<ul style="list-style-type: none"> • Builds and maintains professional and productive relationship with stakeholders • Understands stakeholders' views and why they are held • Develops a network of industry / staff contacts to keep abreast of latest ideas and concepts • Understands the cultural requirements of the legislation they work within • Demonstrates sensitivity to other groups and values diversity • Delivers on commitments
Organisational excellence	<ul style="list-style-type: none"> • Continually seeks to improve performance of self and organisation • Empowers others to succeed and seek excellence • Does not accept poor performance • Coaches and mentors' others to reach their potential
Coaching and mentoring	<ul style="list-style-type: none"> • Develops a coaching and mentoring programme within their team • Ensures knowledge is passed on in a structured way to achieve the maximum benefit • Checks progress of those that they are coaching and mentoring

<p>Decision making</p>	<ul style="list-style-type: none"> • Considers risk factors in decision making • Empowers staff to make own decisions • Makes appropriate decisions by managing and accessing information • Understands the impact of decisions ensuring that they are consistent with strategic direction
<p>Professional skills</p>	<ul style="list-style-type: none"> • Practical experience in a field over several years and familiar with all facets of the profession required by PNCC
<p>Political Acumen</p>	<ul style="list-style-type: none"> • Understands the political systems and underlying drivers • Understands the statutory and legal framework the Council operates within and able to effectively operate within this framework • Operates in a fair, consistent, and equitable manner