

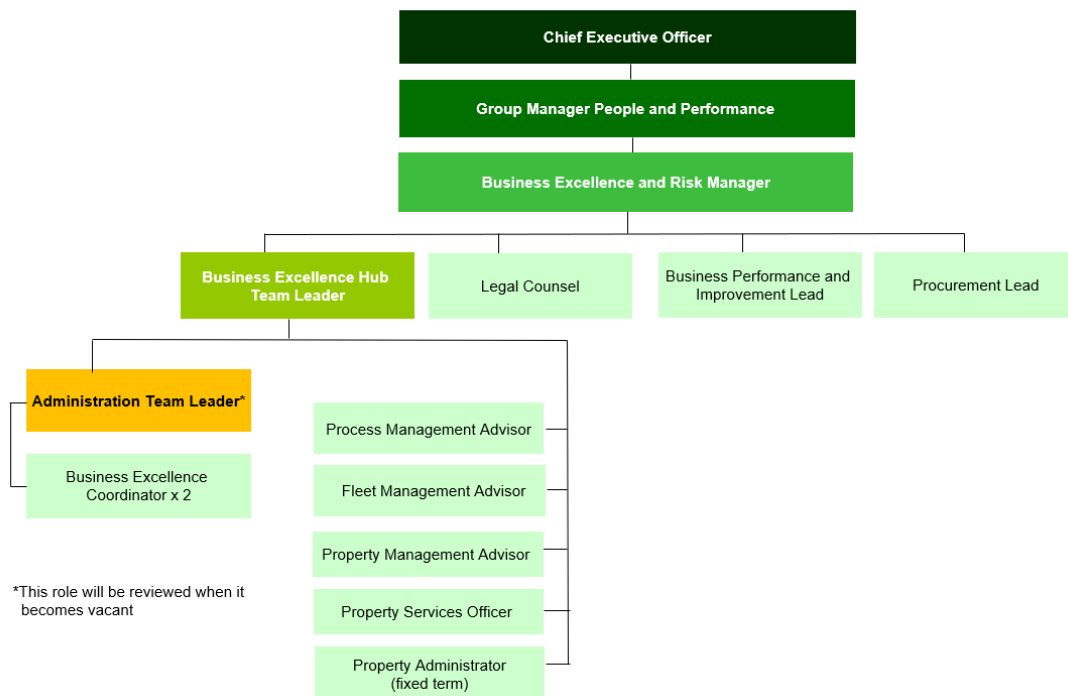


## Position Description

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| Title:                                      | Business Excellence Hub Team Leader                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Group:                                      | People and Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Reports to:                                 | Business Excellence and Risk Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Number of staff reporting to this position: | Seven direct reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Position purpose:                           | <p>The Business Excellence Hub Team Leader leads and coordinates a multi-disciplinary business support function that delivers reliable, efficient and compliant administrative and operational support to the operational teams. The role ensures day-to-day workflows are managed effectively, service standards are met, and appropriate coverage and resilience are in place across core support functions.</p> <p>The position exists to provide strong controls, consistent processes and continuous improvement across business support administration, systems, and compliance administration, and property and fleet coordination.</p> |
| Date:                                       | March 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



## Organisation context



## Our Vision: Making a difference

We as a Council strive to make a difference in our community in everything we do. In our work, in our district, and in our staff culture.

Making a difference means doing your job to the best of your ability, to improve the district, the towns we live in, and the lives of the people who live in Matamata-Piako.

The way we do things, has a real opportunity to make a difference in the lives of those who live in our communities.



## Our Mission: Working with the community

Our mission is to work with the community to enhance the lives of all those in the district.

What we do has a direct effect on our community - the better the quality of our work and the more we work with our community, the better our community will be.

What we do matters.



## Our Values: We do it right, we do it better, we do it together



### Expected behaviours

#### We do it right

- We are accountable for our actions
- We take ownership of our work
- We provide great customer service
- We are professional in all our dealings with others
- We are aware of how our actions reflect on Council
- We are open and honest with each other
- We are trustworthy
- We are responsible for our own wellbeing and the wellbeing of our workmates
- We are approachable, direct, open and honest when communicating with others
- We lead by example and demonstrate our vision and values in all that we do

#### We do it better

- We are open to learning and change
- We are self motivated and we use our initiative
- We learn from our mistakes
- We challenge the status quo
- We strive for continuous improvement
- We are friendly, helpful and flexible
- We are solution centred
- We enable and trust our team to make decisions, display initiative and take risks
- We actively encourage our team to broaden their skills and reach their full potential

#### We do it together

- We work together as one team
- We respect and accept the views of others
- We are informed and we keep others informed
- We share our knowledge with other teams
- We celebrate success
- We are actively involved as part of the team
- We are clear on where our team is heading and what we need to achieve
- We use delegation as an effective management tool
- We actively encourage working together and respecting other teams



## Key accountabilities

The position of Business Excellence Hub Team Leader encompasses the following functions or Key Accountabilities:

- Hub Service Delivery, Workflow and Coverage
- Controls, Systems and Records Management
- Financial, Property and Compliance Administration Coordination
- Cover and support
- People Leadership and Culture
- Continuous Improvement and Change Leadership
- Safety and Wellness Leadership
- Financial, Procurement and Management of Council Resources
- Customer, Community and Stakeholder Focus
- Organisational Risk Management
- Business Resilience/Civil Defence Emergency Management (CDEM)

The requirements in the above Key Accountabilities are broadly identified below:

| Jobholder is accountable for                                                                                                                                                                                                                                                                     | Jobholder is successful when                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p><b>1. Hub Service Delivery, Workflow and Coverage</b></p> <ul style="list-style-type: none"><li>• Lead the day-to-day delivery of the Business Excellence Hub so work is prioritised, allocated and completed to agreed service standards with appropriate coverage and resilience.</li></ul> | <ul style="list-style-type: none"><li>• Hub work is allocated, tracked and completed to agreed service standards for accuracy, timeliness and customer experience.</li><li>• CRM/work order workflows are consistently covered, with no single-person dependency and clear back-up arrangements in place.</li><li>• LTP, CRM and operational performance measures supported by the hub are captured accurately and reported on time.</li></ul> |



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|                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Internal customers report confidence in the reliability, responsiveness and professionalism of the Hub (minimal service complaints or rework).</li> </ul>                                                                                                                                                                                                                                                                                                                         |
| <p><b>2. Controls, Systems and Records Management</b></p> <ul style="list-style-type: none"> <li>Ensure hub processes, controls and records are maintained to audit standard, with accurate, secure and compliant use of Council systems.</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Hub processes are documented, current and consistently followed (Content Manager, Vault, Promapp).</li> <li>Quality checks and audits are completed as scheduled, with issues identified early and resolved.</li> <li>No significant audit findings, compliance breaches or unauthorised access to information arising from hub activities.</li> <li>Records, purchasing, invoicing, stock and compliance documentation are complete, accurate and easily retrievable.</li> </ul> |
| <p><b>3. Financial, Property and Compliance Administration Coordination</b></p> <ul style="list-style-type: none"> <li>Oversee the timely and accurate delivery of financial, property and compliance administration assigned to the hub to meet organisational obligations and minimise risk.</li> </ul> | <ul style="list-style-type: none"> <li>Purchase orders, goods receipting and invoice workflows are processed correctly and within agreed timeframes.</li> <li>Oversee acquisition, disposal, leasing, and licensing of properties in accordance with Council strategy and within</li> </ul>                                                                                                                                                                                                                              |



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| <ul style="list-style-type: none"> <li>• Manage Council insurance claims administration as allocated, coordinating information and documentation, and tracking progress to resolution.</li> </ul>                                                                                           | <p>approved delegations.</p> <ul style="list-style-type: none"> <li>• Manage relationships with lessees, tenants, community groups, and property users to ensure issues are resolved in a timely manner and service expectations are met where possible.</li> <li>• Monthly financial tasks allocated to the hub (e.g. journals, reporting inputs) are completed accurately and on time.</li> <li>• Stock, inventory and critical supplies records are accurate, with stock takes completed as scheduled and variances addressed.</li> <li>• District-wide obligations supported by the hub (e.g. security keys, access control administration) are met with no lapses in compliance or coverage.</li> <li>• Insurance claims are lodged, documented and progressed in line with policy/timeframes, with accurate records retained.</li> </ul> |
| <p><b>4. People Capability, Continuous Improvement and Business Support</b></p> <ul style="list-style-type: none"> <li>• Build team capability and continuously improve hub processes and reporting so managers receive efficient, reliable and decision-ready business support.</li> </ul> | <ul style="list-style-type: none"> <li>• Recruitment, onboarding and training administration processes run smoothly and consistently for supported teams.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



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|                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Training and competency records are complete, accurate and maintained in Damstra.</li> <li>• Business reporting, analysis and business cases prepared by or coordinated through the hub are clear, timely and decision-ready.</li> <li>• Opportunities for process improvement and automation are identified and implemented, resulting in measurable efficiency, quality or risk-reduction gains over time.</li> </ul> |
| <b>5. Cover and support</b> <ul style="list-style-type: none"> <li>• To provide cover and support within the team as directed by your manager</li> </ul>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Cover and support is provided as required.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   |
| <b>6. People Leadership and Culture</b> <ul style="list-style-type: none"> <li>• Providing visible, values-based leadership that sets clear expectations and role-models Council behaviours.</li> <li>• Building inclusive, respectful and psychologically safe teams where people feel supported, engaged and able to do their best work.</li> <li>• Supporting staff performance and development.</li> </ul> | <ul style="list-style-type: none"> <li>• Team culture reflects Council values in day-to-day behaviour.</li> <li>• Staff feel supported, respected and are engaged. They feel safe to speak up. Conflict is managed constructively.</li> <li>• Staff develop skills and confidence in their roles and are clear about what is expected of them. You hold regular, meaningful performance and development conversations,</li> </ul>                                |



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| <ul style="list-style-type: none"> <li>Contributing to the wider organisation's success beyond your own team.</li> </ul>                                                                                                                                                                                                                                                                                                 | <p>and issues are addressed early rather than escalating. Poor behaviour or performance is addressed in a timely and fair way.</p> <ul style="list-style-type: none"> <li>You actively work across teams and break down silos, and encourage your team to do the same.</li> </ul>                                                                                                                                            |
| <p><b>7. Continuous Improvement and Change Leadership</b></p> <ul style="list-style-type: none"> <li>Leading and supporting continuous improvement in systems, processes and ways of working.</li> <li>Encouraging innovation, learning from experience and constructive feedback.</li> <li>Supporting staff through organisational, service and legislative change.</li> </ul>                                          | <ul style="list-style-type: none"> <li>Improvements are implemented and embedded over time.</li> <li>Learning and feedback are used to strengthen outcomes for staff, Council and the community. Success is celebrated and learnings are shared with others.</li> <li>Teams adapt positively to change and understand the reasons for it. Teams are informed about relevant organisational updates and decisions.</li> </ul> |
| <p><b>8. Safety and Wellness leadership</b></p> <ul style="list-style-type: none"> <li>Taking day-to-day responsibility for health, safety and wellbeing in your area.</li> <li>Actively identifying, managing and escalating health and safety risks.</li> <li>Ensuring safe work practices are followed by staff, contractors and visitors.</li> <li>Driving continuous improvement in safety and wellness.</li> </ul> | <ul style="list-style-type: none"> <li>Work is planned and carried out safely.</li> <li>Risks are identified early and managed effectively.</li> <li>Staff and contractors demonstrate safe behaviours. Staff are competent to do their work safely.</li> <li>Safety events are reported promptly and used for learning and improvement.</li> </ul>                                                                          |



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| <p><b>9. Financial, Procurement and Management of Council resources</b></p> <ul style="list-style-type: none"> <li>• Responsible stewardship of Council resources, including people, budgets, assets and systems.</li> <li>• Ensuring procurement, expenditure and authorisations align with policies, delegations and approved budgets.</li> <li>• Supporting sound financial decision-making.</li> <li>• Implementing and maintaining controls and practices to prevent, detect, and escalate potential fraud risks in line with Council policy.</li> </ul> | <ul style="list-style-type: none"> <li>• Council policies, procedures and legislative requirements are complied with. Resources are used efficiently to support service delivery.</li> <li>• Financial processes, approvals and reporting are accurate and completed on time.</li> <li>• Spending aligns with budget and delegations.</li> <li>• Potential fraud risks are proactively identified and escalated at the earliest opportunity, with effective monitoring in place, in line with organisational policies and controls.</li> </ul> |
| <p><b>10. Customer, Community and Stakeholder Focus</b></p> <ul style="list-style-type: none"> <li>• Promoting a customer-focused approach that supports positive relationships with the community.</li> <li>• Building understanding of Te Tiriti o Waitangi and its relevance to your role. Considering Māori and community perspectives in decision-making.</li> </ul> <p>Engaging respectfully with iwi, hapū and community stakeholders where required.</p>                                                                                              | <ul style="list-style-type: none"> <li>• Professional, timely, and respectful customer service is provided across all channels.</li> <li>• Decisions and actions demonstrate cultural awareness and respect. Services consider the needs of diverse communities.</li> <li>• Relationships with iwi and community stakeholders are professional and constructive.</li> </ul>                                                                                                                                                                    |



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| <p><b>11. Organisational Risk Management</b></p> <ul style="list-style-type: none"> <li>• Promoting a risk-aware culture</li> <li>• Complying with Council policies, procedures, systems and legislative requirements.</li> <li>• Ensuring accurate reporting.</li> <li>• Ensuring that internal controls are monitored, escalating changes or emerging risks.</li> <li>• Ensuring information and records are managed in line with Council policies and approved systems, and privacy obligations are met.</li> <li>• Utilising and promoting the use of council digital and technology systems responsibly and in accordance with the Cybersecurity policies, and respective guidance. This includes modelling expected digital behaviours, setting clear expectations and reporting any Cybersecurity incidents or potential risks.</li> </ul> | <ul style="list-style-type: none"> <li>• You and your team contribute to continuous improvement of risk management practices, tools, and capability.</li> <li>• You and your team understands expectations, consistently use approved systems, adhere to MPDC policies and procedures including payroll processes such as time-sheets, leave applications, and keeping business processes up to date. Any incidents, breaches or potential risks are reported.</li> <li>• Reports are complete and accurate.</li> <li>• Risks are effectively managed and monitored. New or changing risks are promptly escalated.</li> <li>• Information and records are accurate, secure and appropriately managed. Privacy risks are understood, identified early and dealt with appropriately.</li> <li>• The team adhere to Cybersecurity policies, including protecting logon credentials, handling information appropriately, and using only the platforms and tools that have been provided and approved for completing their work.</li> </ul> |
| <p><b>12. Business Resilience / Civil Defence Emergency Management (CDEM)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



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| <ul style="list-style-type: none"> <li>• Actively contribute to Business Continuity, Crisis Management and Civil Defence Emergency Management as part of your leadership role and day-to-day operations.</li> <li>• Personally participate in, and encourage others to participate in, CDEM readiness, reduction, response and recovery activities as required.</li> </ul> | <ul style="list-style-type: none"> <li>• Business continuity, crisis and CDEM considerations are routinely applied in operational planning and day-to-day decision-making</li> <li>• Staff are supported and encouraged to participate in CDEM.</li> </ul> |
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**Note**

*The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance management process.*



## Work complexity

Most challenging duties typically undertaken:

- Balancing competing priorities across multiple support functions while maintaining service standards, accuracy and coverage during periods of high demand, leave or change.
- Exercising judgement where processes, responsibilities or ownership are unclear.
- Maintaining high quality output, with strong controls while also driving simplification and efficiency.
- Leading and supporting staff through change – identifying and implementing new ways of doing things.
- Identifying and managing operational risks arising from administrative failure (e.g. missed compliance, poor records, payment delays, system gaps) and acting early to prevent escalation.

## Key relationship skills

| <b>Key internal and/or external contacts</b>   | <b>Nature of the contact most typical</b><br><i>(e.g. courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation, facilitating, influencing and persuading, resolving minor conflicts, mediating, negotiating, formal negotiation, supervising, leading.)</i> | <b>Frequency of interaction</b><br>D - daily<br>W - weekly<br>M - monthly |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Business Excellence Hub staff (direct reports) | Leading, supervising, coaching, prioritising work, resolving issues and minor conflicts, providing guidance and feedback                                                                                                                                                                              | D                                                                         |
| Wider Council staff                            | Giving and receiving information, clarifying processes, supporting system and process use                                                                                                                                                                                                             | D                                                                         |
| Managers and Team Leaders                      | Liaising, advising, gaining cooperation, clarifying service requirements, negotiating priorities and timelines                                                                                                                                                                                        | D / W                                                                     |
| Suppliers and Contractors                      | Giving and receiving information, coordinating documentation, resolving administrative or service issues                                                                                                                                                                                              | As required                                                               |
| Business Excellence and Risk Manager           | Advising, reporting, problem-solving, escalating risks or issues, contributing to planning and improvement                                                                                                                                                                                            | W                                                                         |

Examples of the situations which require the use of the highest level of communication or influencing skills:

- Working with managers to resolve service issues or gaps where expectations are unclear or inconsistent, requiring negotiation of priorities and service boundaries.
- Influencing staff (including managers) to adopt new or improved processes, systems or controls where there may be resistance due to workload, habit or perceived risk.
- Coordinating across multiple teams to resolve issues affecting service continuity or organisational risk.



Examples where the role co-ordinates or provides coaching or monitors the work of other people not reporting directly to the role (e.g. contractors)? Two examples, how often?

- Coordinating with contractors, suppliers or other teams to ensure property, fleet, security or system-related administrative tasks are completed correctly and on time.
- Working with managers and senior staff to gather inputs and ensure timely completion of reporting or other documentation.



## Person specification

This section is designed to capture the expertise required for the role at the 100% fully effective level. (This does not necessarily reflect what the current jobholder has.) This may be a combination of qualifications/experience, knowledge or equivalent level of learning through experience or key skills, attributes or job specific competencies.

| Essential                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Preferred                                                                                                                                                                                                                                                                 |
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| <b>Education and qualifications</b> <ul style="list-style-type: none"><li>• Relevant tertiary qualification or equivalent experience in business administration, operations, management or a related field.</li></ul><br><b>Knowledge and experience</b> <ul style="list-style-type: none"><li>• Demonstrated experience (at least two years) leading or coordinating a business support, administration or operational support function.</li><li>• Strong understanding of administrative controls, records management and audit or compliance requirements.</li><li>• Confidence using multiple business systems</li><li>• Continuous improvement mindset with a focus on efficiency and risk reduction.</li></ul> | <ul style="list-style-type: none"><li>• Experience in a local government or public sector environment.</li><li>• Experience leading process improvement or automation initiatives.</li><li>• Knowledge of property, fleet or operations related administration.</li></ul> |

## Skills & Competencies

- Leadership - Effectively plans, organises, leads and controls to achieve effective group outcomes. Staff are motivated and encouraged to achieve through mentoring, coaching, appraisal and development programmes.
- Decision making/Problem solving - Making timely decisions; judgements; taking action when appropriate and committing to a position or direction
- Quality and Accuracy - Accomplishing tasks with concern for the standard produced; checking own or others' work to ensure accuracy, adherence to procedures and completeness. Improves processes as required.



- Collaboration - Working effectively with others in the organisation outside the line of formal authority (such as peers in other units or senior management) to accomplish organisational goals.
- Customer Focus - Working to achieve total customer satisfaction (includes internal and/or external customers)
- Organisation Skills - Has a systematic approach that leads to the successful completion of tasks and events. Has ability to programme and organise work, and keeps functional records and filing systems in order.

**Change to position description**

From time to time it may be necessary to consider changes in the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This position description may be reviewed as part of the preparation for performance planning for the annual performance cycle or as required.

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Position holder

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Date

