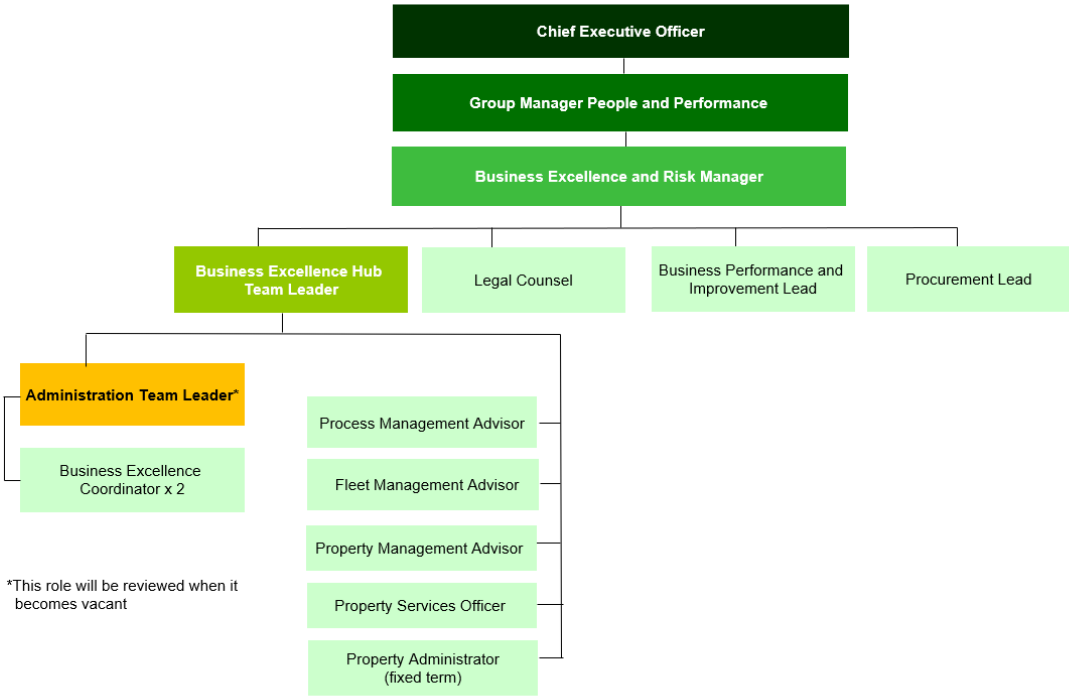





Position Description

Title:	Business Excellence and Risk Manager
Group:	People and Performance
Reports to:	Group Manager People and Performance
Number of staff reporting to this position:	Four direct reports
Position purpose:	To provide strategic leadership and direction for business excellence, organisational performance and enterprise risk management across Council, strengthening governance, delivery confidence and organisational resilience, and overseeing Council's insurance programme. Leads and develops a specialist team to deliver legal advice; procurement expertise; performance insight, assurance and continuous improvement; and wider business support across the organisation, embedding risk and performance disciplines in planning and day-to-day decision-making. Drives streamlined, standardised ways of working (including through the Business Excellence Hub and procurement) to improve efficiency, strengthen controls and support timely, well-informed decisions for consistent community outcomes.
Date:	June 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 and Risk Manager encompasses the following functions or Key Accountabilities:

- Risk Management
- Insurance Management
- Business Excellence
- 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)
- Cover and Support

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

Jobholder is accountable for	Jobholder is successful when
1. Risk Management	
• Lead enterprise risk management – maintaining and championing a risk management framework that increases risk maturity in the organisation, embeds risk-informed decision-making across planning and delivery, and provides fit for purpose risk reporting and governance.	• Risk maturity is demonstrated as increasing by way of annual survey results, risk management is embedded in organisational culture and decision-making: key projects and service delivery consistently include a clear view of risks, controls, and mitigations.
• Lead business resilience across the organisation including maintaining and championing a business resilience framework that ensures effective business continuity	• Fit-for-purpose risk reporting: The Risk and Assurance Committee and the Exec Team receive quarterly risk reporting that is timely, consistent, easy to interpret and action-oriented

planning, crisis management and appropriate linkage to civil defence emergency management. • Lead assurance coordination across the organisation, including internal audit, audit recommendations tracking, and assurance reporting, to provide a clear view of control effectiveness and delivery confidence.	(clear trends, changes, triggers, and recommended decisions/escalations). • Top risks and Risk Appetite are updated annually - with clear owners, credible treatments and risk tolerance, and defined review dates; emerging risks are identified early and escalated appropriately. • Improved delivery confidence: Fewer “surprises” at governance level (late escalations, unmanaged issues); well-focussed risk management contributes to more predictable delivery outcomes. • Consistent practice across the organisation: Risk processes (registers, assessments, reviews) are applied in a consistent way across teams, with coaching/support where maturity is lower. • The business resilience framework is visible and supported within the organisation as a crucial element of risk management. Business continuity planning has been consistently developed across all activities, is current and annually tested, and crisis management plans are effectively deployed when required and evaluated post event to confirm adequacy and effectiveness. • Assurance activity is coordinated and visible across Council, audit actions are actively tracked to closure, and governance receives clear, timely reporting on control effectiveness and delivery confidence.

2. Insurance Management • Oversee Council's insurance programme (renewals, claims and policy settings) aligned to the organisation's risk appetite and financial resilience. • Lead the annual property insurance renewal process, ensuring accurate asset registers, current valuations and comprehensive coverage. • Liaise with managers to identify property-related risks and changes affecting insurance needs. • Work with Council's insurance brokers on developing and implementing potential changes to insurance strategy as and when circumstances warrant. • Act as primary point of contact with Council's insurance brokers; provide timely updates to the Executive Team and the Risk and Assurance Committee on market shifts and claims trends. • Represent Council and actively participate in the COLAB insurance advisory group and apply and share relevant sector insights within Council. • Manage insurance claims processes and support integration with business continuity and disaster recovery planning.	• Annual insurance programme is renewed on time with sign-off at the correct level, and appropriate coverage in place for all relevant assets and key exposures. • Policy settings (limits, excesses and key conditions) are intentionally set and clearly aligned to Council's risk appetite and financial resilience, with rationale understood by Executive Team and the Risk and Assurance Committee. • Key and emerging insurance-related risks (including market constraints, exclusions and material uninsured/underinsured exposures) are identified early, analysed and reported, with recommended options for treatment/decision. • A value-for-money insurance strategy is evident, including active management of premium drivers and informed trade-offs between premium, excess, retained risk and prevention activity. • Claims are managed promptly and professionally (lodged early, well evidenced, tracked to closure), achieving efficient outcomes with minimal disruption and clear documentation/decision trails. • Claims and incident trends are reviewed and translated into prevention/mitigation actions, strengthening controls and reducing future loss frequency and severity (and informing business continuity where relevant). • Council interests are effectively represented in COLAB Insurance Advisory Group (IAG) forums, and sector learnings

	are applied and shared internally to improve Council's insurance position and readiness.
3. Business Excellence Provide strategic direction, governance and oversight for business excellence, performance improvement, and the enabling of business support services across the organisation. This includes setting the framework, priorities and expectations for continuous improvement, business performance reporting, process management, business support services, procurement and legal functions—while ensuring delivery is led by managers, team leaders and specialists. More specifically: • Set and govern a benefits-led improvement and efficiency framework, ensuring opportunities are prioritised, resources are aligned, and expected outcomes are clear, measurable and linked to organisational objectives (with insight and facilitation led by the Business Performance & Improvement Lead). • Provide strategic leadership for continuous improvement, business process management and standardisation, embedding disciplined improvement practices across the organisation and holding leaders accountable for delivering and sustaining improvements.	A prioritised, benefits-led improvement and efficiency roadmap is established and governed, focusing effort on the highest-value opportunities. Each initiative has a clear problem statement, accountable owner, success measures and timeframes, informed by data, staff insight, audits and customer feedback. • Organisation-wide improvement and standardisation expectations are clear and embedded, with key end-to-end processes simplified and stabilised and improvements sustained as business-as-usual. • Managers and team leaders lead delivery of improvements, supported by central frameworks, tools and facilitation, with measurable uplift in process maturity, capability and consistency across the organisation. • Legal and procurement guidance and support is provided to the organisation in a timely, accurate manner. Opportunities for efficiency and improvement are demonstrated. • The Business Excellence Hub operates as a high-performing enabling function, with clear service standards, effective triage,

• Oversee legal counsel and procurement services ensuring appropriate controls, delegations, guidance and assurance arrangements are in place to enable confident, compliant decision-making and service delivery. Focus on opportunities for efficiency improvement for procurement. • Lead the Business Excellence Hub at a strategic level, setting service expectations, scope and performance standards to enable efficient, consistent and customer-focused support across operational service delivery functions.	improved turnaround times and positive internal customer feedback on clarity, responsiveness and value.
4. People Leadership and Culture • Providing visible, values-based leadership that sets clear expectations and role-models Council behaviours. • Building inclusive, respectful and psychologically safe teams where people feel supported, engaged and able to do their best work. • Supporting staff performance and development.	• Team culture reflects Council values in day-to-day behaviour. • Staff feel supported, respected and are engaged. They feel safe to speak up. Conflict is managed constructively. • 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, and issues are addressed early rather than escalating. Poor behaviour or performance is addressed in a timely and fair way.

• Contributing to the wider organisation's success beyond your own team.	• You actively work across teams and break down silos, and encourage your team to do the same.
5. Continuous Improvement and Change Leadership • Leading and supporting continuous improvement in systems, processes and ways of working. • Encouraging innovation, learning from experience and constructive feedback. • Supporting staff through organisational, service and legislative change.	• Improvements are implemented and embedded over time. • Learning and feedback are used to strengthen outcomes for staff, Council and the community. Success is celebrated and learnings are shared with others. • Teams adapt positively to change and understand the reasons for it. Teams are informed about relevant organisational updates and decisions.
6. Safety and Wellness leadership • Taking day-to-day responsibility for health, safety and wellbeing in your area. • Actively identifying, managing and escalating health and safety risks. • Ensuring safe work practices are followed by staff, contractors and visitors. • Driving continuous improvement in safety and wellness.	• Work is planned and carried out safely. • Risks are identified early and managed effectively. • Staff and contractors demonstrate safe behaviours. Staff are competent to do their work safely. • Safety events are reported promptly and used for learning and improvement.

7. Financial, Procurement and Management of Council resources • Responsible stewardship of Council resources, including people, budgets, assets and systems. • Ensuring procurement, expenditure and authorisations align with policies, delegations and approved budgets. • Supporting sound financial decision-making. • Implementing and maintaining controls and practices to prevent, detect, and escalate potential fraud risks in line with Council policy.	• Council policies, procedures and legislative requirements are complied with. Resources are used efficiently to support service delivery. • Financial processes, approvals and reporting are accurate and completed on time. • Spending aligns with budget and delegations. • Potential fraud risks are proactively identified and escalated at the earliest opportunity, with effective monitoring in place, in line with organisational policies and controls.
8. Customer, Community and Stakeholder Focus • Promoting a customer-focused approach that supports positive relationships with the community. • Building understanding of Te Tiriti o Waitangi and its relevance to your role. Considering Māori and community perspectives in decision-making. • Engaging respectfully with iwi, hapū and community stakeholders where required.	• Professional, timely, and respectful customer service is provided across all channels. • Decisions and actions demonstrate cultural awareness and respect. Services consider the needs of diverse communities. • Relationships with iwi and community stakeholders are professional and constructive.
9. Organisational Risk Management • Promoting a risk-aware culture	• You and your team contribute to continuous improvement of risk management practices, tools, and capability.

• Complying with Council policies, procedures, systems and legislative requirements. • Ensuring accurate reporting. • Ensuring that internal controls are monitored, escalating changes or emerging risks. • Ensuring information and records are managed in line with Council policies and approved systems, and privacy obligations are met. • 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.	• 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. • Reports are complete and accurate. • Risks are effectively managed and monitored. New or changing risks are promptly escalated. • Information and records are accurate, secure and appropriately managed. Privacy risks are understood, identified early and dealt with appropriately. • 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.
10. Business Resilience / Civil Defence Emergency Management (CDEM) • Proactively integrate business continuity, crisis management and Civil Defence Emergency Management thinking into planning, risk management, resourcing and decision-making. • Personally participate in, and encourage others to participate in, CDEM readiness, reduction, response and recovery activities as required.	• Business Continuity plans for the manager's area are developed, maintained, tested, and understood by relevant staff. • Staff are supported and encouraged to participate in CDEM.

11. Cover and support • Provide cover and support as directed by your manager.	• Cover and support is provided as required.

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

- Turn complicated performance, risk and audit information into clear, practical advice for leaders and committees.
- Set clear expectations for how we manage risk, report performance and run improvement work — and escalate any issues of non-conformance.
- Pull together audit and assurance work across Council, track follow-ups, and give leaders a clear picture of what controls are working (and what isn't).
- Spot and escalate emerging risks early, so there are fewer "surprises" at governance.
- Lead the annual insurance renewal and claims approach, including making and explaining trade-offs on cover, limits and excesses in a tough market.
- Fix end-to-end problems that cut across teams and systems, especially where ownership is unclear or "we've always done it this way".
- Leading a team with multiple specialist disciplines – procurement, legal, business performance and improvement etc.

Key relationship skills

Key internal and/or external contacts	***Nature of the contact most typical*** *(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.)*	***Frequency of interaction*** D - daily W - weekly M - monthly
Business Excellence and Risk Team	Courtesy, giving/receiving information, explaining things to people, influencing and persuading, resolving minor conflicts, negotiating, leading	D
Council staff	Courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation, facilitating, influencing and persuading, resolving minor conflicts, mediating, negotiating, leading.	D
Managers	Courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation, facilitating, influencing and persuading, resolving minor conflicts, mediating, negotiating, leading.	D
Exec Team	Courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation, facilitating, influencing and persuading, mediating, negotiating	W
Elected members	Courtesy, giving/receiving information, explaining things, liaising, advising, influencing and persuading,	M
Stakeholders	Courtesy, giving/receiving information, explaining things, liaising, advising, influencing and persuading,	M
Insurance Broker/insurer	Courtesy, giving/receiving information, explaining things, liaising, advising, gaining cooperation	W

Risk and Assurance Committee	Courtesy, giving/receiving information, explaining things, liaising, advising, influencing and persuading,	M

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

- Presenting reports and recommendations to Council and The Risk and Assurance Committee
- Insurance claims involving Broker, external and internal legal counsel and Executive Team (monthly/quarterly
- Sensitivity and empathy when dealing with vulnerable members of our community and diverse social groups.

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
Education and qualifications • Tertiary qualification in a relevant field	
Knowledge and experience • Demonstrated senior-level experience (at least five years) in enterprise risk management and/or organisational performance in a complex organisation, ideally within local government or the public sector. • Applied experience embedding risk-informed decision-making into planning, governance and delivery processes. • Experience leading or facilitating organisation-wide improvement initiatives focused on efficiency, standard ways of working, and control effectiveness. • Demonstrated ability to provide clear, decision-ready advice to senior leaders and governance forums. • Experience leading specialist teams and building organisational capability through coaching and influence. • Demonstrated awareness of the principles of partnership under Te Tiriti o Waitangi. Demonstrated awareness of Te Ao Māori perspectives and issues relevant to Iwi/Hapu/Māori.	• Experience with local authority insurance arrangements and claims management. • Experience in business resilience, including business continuity planning and crisis management. • Familiarity with NZ local government governance, assurance and accountability environments.

Skills & Competencies

- Analytical Thinking - Can gather detailed information and investigate issues in detail to identify trends, patterns and core issues.

- 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.

- Communication - Clearly conveys information and ideas through a variety of appropriate media to individuals or groups in a manner that helps them understand and retain the message. Communicates in a compelling and articulate manner that instils commitment

- 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.

- Report Writing - Expressing ideas clearly in reports or other documents that have appropriate organisation and structure, correct grammar, language and terminology, adjusted to the characteristics and needs of the audience.

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.

Position holder	Date