

INTERIM CHIEF EXECUTIVE

AUCKLAND COUNCIL

POSITION DESCRIPTION

INTRODUCTION

Auckland is New Zealand's largest city, with a population of approximately 1.4 million people. Local government in the wider Auckland area is being reorganised as a result of legislative change.

Consequently, existing city, district and regional councils will be dissolved and a new unitary authority – the Auckland Council – will operate from 1 November 2010.

The Auckland Council will have the responsibilities and powers held by the current local authorities.

It will be a significant employer which will take over existing local government assets valued at \$29 billion including libraries, museums, stadiums, parks, and entertainment and exhibition venues.

Council-controlled organisations will be responsible for services such as regional transport, water and wastewater services and waterfront development.

PURPOSE

To lead the establishment of the new Auckland Council, working initially with the Auckland Transition Agency and, following its election, the new Council from 1 November 2010. By law, the Interim Chief Executive will be appointed for a term ending no later than 29 June 2012.

The role will provide leadership to the new organisation and its many stakeholders during the transformation of the Auckland local governance structures into an established single council structure. This will require the leadership of large scale transformation to enable the development of:

- A new structure and the integration of existing organisational structures
- A 'one' Auckland culture for local government leadership
- An organisation that has the skills and capacity to deliver high levels of customer service across all service areas for Auckland.

ROLE DESCRIPTION

Dimensions:

Population:	To be confirmed
Staff:	To be confirmed
Assets:	To be confirmed
Capital Expenditure:	To be confirmed
Operating Expenditure:	To be confirmed

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Direct Reports:

Chief Operating Officer
Chief Financial Officer
Chief Planning and Strategy Officer
Establishment Director

Key Principal Relationships:

Internal: Mayor
Councillors
Senior Management Team
CCO Chief Executives and Chairpersons
Council Committees
Mayor's Executive Team
Auckland Transition Agency (until 1 November 2010)

External: Relevant Central Government Department Heads
Local Government Chief Executives
Regional, Community, Business and other related groups
Relevant Government Ministers
Maori in the region
Local and National Media
Relevant International Agencies

KEY ACCOUNTABILITIES

Governance	Working with Auckland's Mayor and Council to ensure the development and management of a governance framework that enables high quality and robust policy decisions. Ensuring compliance by Council with all statutory and regulatory provisions. Identifying and anticipating political realities that may/do impact the development of the new Auckland City. This will particularly impact on the relationships developed with the Community Boards as service provisions are delineated. Strong relationships with iwi will be important in developing a mandate for decision-making at this level.
Policy Development & Implementation	Ensuring that Council is well informed and advised, from a strategic point of view, on key policy platforms and issues, to enable integrated policy and effective stewardship for Auckland. Developing effective relationships with Central government to support the integration of a 'new' Auckland into a national infrastructure and policy framework.

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	<p>Working with Management, Council and Community Boards to ensure the development of annual plans in accordance with legislative requirements and policy positions, enabling proactive and citizen focused execution of Council duties.</p>
Strategic Leadership	<p>Working with the Mayor and Council to develop and then lead the implementation of key strategies to ensure the development of the new Auckland Council. Ensuring that an initial transition phase, in terms of process and systems, is successfully managed and a new way of doing business is initiated.</p> <p>Continually strive to achieve the agreed long term vision for Auckland Council and related stakeholder groups.</p> <p>Communicate and model the vision of strategic and cultural change to enable action towards that vision.</p> <p>Building strategic alliances outside the organisation to enable the transparent development and execution of Auckland Council strategy.</p>
Operational Leadership	<p>Ensure that Auckland Council has the structure, systems and processes to deliver transparent and efficient, positive outcomes to its citizens.</p> <p>Influencing others to commit to action that supports the new organisational strategy and culture.</p> <p>Ensuring the alignment of communication, people, culture and processes to drive the flawless execution of strategies and objectives.</p> <p>The management and mitigation of all forms of risk that will be crucial, with a particular focus on asset and infrastructure protection and development.</p>
Financial Stewardship	<p>Ensuring the effective stewardship of asset and finance portfolios to deliver annual and long term plans.</p> <p>Preparation of regular and annual reporting against published performance objectives.</p> <p>Maintenance of systems to enable effective planning and accurate reporting of both financial and service performance standards.</p> <p>Review of alternate revenue streams to supplement contribution from rates.</p> <p>Ensuring that financial benefits flow through in time, while managing the initial 'upfront' costs of integration and change.</p>
Build High Performance Culture	<p>Developing an organisational culture that leads to ongoing excellence and transparency, while maintaining the highest integrity.</p> <p>Attracting, developing and retaining talented individuals who</p>

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	<p>will build a superior organisation. Ensuring the development of values and behaviours for staff to meet the organisation's mission. Ensuring the mobilisation of resources to provide proactive leadership and direction, leading to a dynamic performance culture.</p>
Customer Service Delivery	<p>Ensuring a vision for customer service excellence. Working with governance and senior management to champion a customer service ethic. Building a culture that engages and rewards staff around customer focus and feedback, both internal and external. Committing to building an infrastructure that has the customer at its centre, including measurement of the customer experience and analysis of their ongoing needs.</p>

SUCCESS PROFILE

Experience and Knowledge

- Tertiary qualification.
- Experience at Chief Executive level in large complex settings, requiring strategic impact, financial acumen, and the deft management of stakeholder pressures and a significant asset base.
- Significant and in-depth experience leading the strategic transformation of an organisation, including integration of organisational structures and diverse communities.
- Exposure to roles with public sector impact or direct experience of strategic public sector leadership roles.
- Experience and strong evidence of an ability to create a culture of innovation, performance and transparency; and to build effective teams to these ends.
- Experience in roles requiring high level strategic policy analysis, formulation and implementation, requiring work within legislative and regulatory frameworks.
- Experience in achieving outcomes and results through influencing the way resources are utilized rather than managing them directly.
- Strong networks and contacts in industry and government within New Zealand and internationally.
- Experience in representing and advocating for substantial and high profile organisations nationally and internationally.

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Leadership Competencies and Personal Attributes

Leadership Style:

- Sophisticated and visionary leader of change – at conceptual and practical levels
- Influencing skills and high levels of diplomacy and integrity
- Innate customer and service orientation
- Ability to drive execution and deliver outcomes
- Strong focus on building organisational talent and a performance culture
- Superior relationship building and communication skills at all levels, internal and external
- Values diversity and promotes it as a strength of the City's culture
- Demonstrates a strong commercial orientation and understanding, and negotiation skills
- Team builder, achieves through others

Personal Attributes:

- Works in a transparent and 'open' fashion
- Possesses high levels of critical and conceptual reasoning skills
- Innovative thinker
- Resilient, composed, self confident, courageous, self aware
- Possesses superior levels of professionalism, judgement and political acumen
- People focused, optimistic and positive
- Strategic thinker, intellectually sharp and agile
- Energetic and inspirational