

POSITION DESCRIPTION

Position:	Business Planning Team Lead
Department:	Organisational Performance, Corporate Services
Location:	Queenstown
Reports to:	Organisational Performance Manager
Date:	May 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 experienced significant and sustained growth in both resident population, and in international and domestic visitor numbers. Our demand projections forecast this growth to continue². 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, March 2022](#)

² [QLDC demand projections, March 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 Business Planning Team Lead is responsible for the project management and development of the ten year plan (TYP) and the annual plans for the relevant planning cycles. The role is also responsible for the ongoing development of the planning, monitoring and reporting framework for all annual business planning and work programming activities and the co-ordination and integration of all these activities in order to drive greater accountability for delivery, better visibility of progress against plans and improved risk management across the organisational portfolio of work programmes.

KEY TASKS

- Drives the development of the TYP and the annual plans for the relevant planning cycles using effective programme and project management disciplines to deliver quality plans that meet QLDC's objectives and requirements.
- Project management and scheduling of Ten Year and Annual Plan processes, including chairing and managing a virtual Project Control Group team to ensure all elements of the plan are delivered on.

- Liaises with auditors to ensure sign off and completion of statutory documents (Annual Plan, Ten Year Plan, Annual Report). Ensures all statutory plans meet the requirements of the Local Government Act.
- Ensures effective liaison with iwi through development of statutory documents.
- Design and implementation of frameworks, processes, systems and controls to ensure that the organisations long term and annual activity is effectively planned, controlled, monitored on and reported.
- Co-ordinates with Strategy and Policy to ensure that all strategies and policies and their implementation are reflected and planned for in the statutory plans, annual business plans and work programmes across the organisation.
- Responsible for the ongoing development of the framework for the annual business planning process and the leadership and co-ordination of this process annually.
- Works with Strategy and Policy and Finance to ensure that planning and budgeting for investment is aligned to strategic direction, is robust and is updated on a rolling basis to enable improved investment decisions and financial management.
- Responsible for the development and implementation of the framework for monitoring and reporting on progress against annual business plans and work programmes.
- Oversees all public surveys that contribute to organisational performance measures.
- Monitors and reports on organisational performance against plans both at a department and organisational level, highlighting performance against plan, achievements and areas of risk in order to ensure improved governance and management of the overall organisational work programme.
- Ensures the timely and accurate provision of Monthly Reports, Quarterly Reports and the Annual Report (a statutory document).
- Leads the team to ensure they provide appropriate support to managers to create high quality annual business plans and work programmes and deliver their plans and work programmes on time and budget and to agreed quality requirements.
- Establishes frameworks for the development of department business plans to support statutory documents, that effectively translate strategy into delivery. Works closely with managers to ensure effective plans for delivery are developed within departments, and progress against those plans is monitored.
- Responsible for supporting the on-going improvement of organisational planning and delivery processes and supporting a culture of organisational performance and continuous improvement.

Corporate Responsibilities

- Build commitment to QLDC's vision, values and services.
- Willingly undertake any duty required within the context of the position.
- 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.

OUTCOMES

- Frameworks, processes, systems and controls to ensure that organisations long term and annual activity is effectively planned, controlled, measured and reported on are fit for purpose and enable effective organisation wide and BU planning and work programme management processes.
- All plans are effectively aligned with the strategic direction of the organisation, and consistent with the requirements of the Local Government Act and any other relevant legislation.
- All statutory plans are aligned to long term strategic direction, delivered on time and meet organisational quality requirements.
- All planning for investment is aligned to strategy, is robust (with business cases that meet our better business case criteria) and an accurate, up to date rolling programme of investment spend is budgeted for/managed.
- Quality annual work programmes are completed for each department and Directorate.
- A framework is developed and implemented which enables transparent, fit for purpose department specific, and org wide reporting on performance against plans and work programmes and improved governance, management and delivery of QLDC's plans.
- Ongoing development of organisational planning, monitoring and reporting frameworks to ensure they are continuously improved/ remain fit for purpose.
- Managers are skilled up in business planning and work programme planning and reporting as well as planning for the ongoing development of their functions and how to scope and lead business improvement initiatives.
- A culture of performance management and continuous improvement is driven/ achieved.

KEY RELATIONSHIPS

Internal:

- General Manager, Corporate Services
- Organisation Performance team
- Knowledge Management team
- Corporate Services leaders and staff
- Strategy & Policy team staff
- Finance, Assurance & Risk team staff. In particular Finance, and Risk & Compliance teams
- All tier three managers across the business
- Advisory and support staff
- Project control group to be identified & managed by this role, but typically includes the following at a minimum:
 - Strategy & Asset Planning (Property & Infrastructure)
 - People & Capability (Corporate Services)
 - Governance and Stakeholder Services (Corporate Services)
 - Finance

External:

- Auditors
- Survey company suppliers
- Other local and regional authorities

ACCOUNTABILITIES AND DELEGATIONS

Financial Authority

Chief Executive sub-delegations Category E:

- Up to \$5,000 per operational transaction (including contractual commitments)
- \$1,000 per capital expenditure transaction

Staff Authority

- Direct reports: 2 FTE
- Employment of staff must be signed off by General Manager Corporate Services

Contractual Authority

- May enter into contracts to the value of \$5,000 (refer procurement policy and guidelines)

PERSON SPECIFICATION

Education

- Tertiary bachelor's degree in business management (general degree).
- Qualification in established project management methodology preferred (PRINCE2).

Experience

- Minimum 5 years' experience in a similar business performance and planning role.
- Minimum 2 years' experience in a project management capacity in a corporate, office-based environment. Ideally related to work programme, performance and reporting frameworks.
- Experience in the Local Government environment either managing or contributing to the delivery of statutory documents such as long-term plans, annual plans and annual reports advantageous.
- Demonstrated experience and skills in development of key performance indicators and supporting frameworks.
- Demonstrated strong experience in business planning and work programme management
- Ability to plan, co-ordinate and manage multiple stakeholders to a project timeframe essential.
- Must be a team player and have the ability to work with and through others to achieve deadlines over substantial timeframes.
- Highly organised, prioritises and manages time efficiently.
- Strong leadership and team management skills are critical.
- Strong relationship management, collaboration and influencing skills.
- Excellent decision-making skills and sound professional judgement.
- Sound reporting skills.
- Clear communication skills both written and verbal.
- Excellent analytical and problem solving.
- Strong work ethic.

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 ▶ Champions safety and wellbeing by role modelling safe and healthy work practices
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 ▶ Identifies key tasks needed to achieve objectives, establishing timelines and milestones to reach future state ▶ Shows commitment to completing work activities effectively ▶ Has a can do, will do attitude – taking on new challenges, making the most of every opportunity
Adaptability	<ul style="list-style-type: none"> ▶ Adjusts your plan and approach as the situation changes to deliver the best outcome ▶ Adapts pace of work to meet organisational demands ▶ Is open to new ideas and is willing to try new ways of doing things ▶ Aware of your impact on others and adjusts approach accordingly
Customer Focus	<ul style="list-style-type: none"> ▶ Is dedicated to meeting the expectations and requirements of internal and external customers ▶ Ensures actions, processes and decisions deliver sustainable customer satisfaction and support QLDC's interests ▶ Communicates effectively with customers and stakeholders to identify their needs and requirements ▶ Knows and understands the customer's position and looks for opportunities to add value and create a great customer experience
Managing Relationships	<ul style="list-style-type: none"> ▶ Establishes and maintains effective relationships with stakeholders and gains their trust and respect ▶ Listens carefully with an open mind and is receptive to others' ideas ▶ Is aware of and responsive to cultural differences when engaging with people and groups ▶ Ensures actions, processes and decisions deliver sustainable relationships and support QLDC's interests
Valuing Diversity	<ul style="list-style-type: none"> ▶ Displays an open-minded, non-judgmental attitude towards others ▶ Continues to listen and attend to others when they are being unclear or 'difficult' ▶ Actively seeks input from others who may have different perspectives and views ▶ Role models respect and sensitivity to diversity and difference to ensure an inclusive team environment
Organisational Awareness	<ul style="list-style-type: none"> ▶ Applies an understanding of QLDC's culture and values to their activities ▶ Knows how QLDC works – both the formal and informal channels to use 'to get things done' ▶ Adapts quickly to change and uncertainty, approaching change positively and as an opportunity for learning and growth

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 ▶ Seeks input and the perspectives of others to support efficient and effective problem solving ▶ Exercises judgement and makes good decisions ▶ Tries different approaches to overcome current obstacles and persists with efforts until an effective solution is found
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 ▶ Recovers quickly from setbacks and adverse events ▶ Takes personal responsibility for decisions, actions, and mistakes
Influencing and Negotiating	<ul style="list-style-type: none"> ▶ Considers how you will 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 ▶ Picks up on people's social cues and reactions, and adjusts your approach accordingly ▶ Encourages others to talk, share and debate ideas to achieve consensus
Collaborating	<ul style="list-style-type: none"> ▶ Accepts and supports team decisions, is a 'good team player', do your share of the work ▶ Willingly shares information, knowledge and experiences with others ▶ Seeks out and works with others, regardless of team, function, business unit, geography, professional boundaries ▶ Fosters open dialogue and feedback
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
Commercial Awareness	<ul style="list-style-type: none"> ▶ Ensures that day-to-day activities are aligned with and meet QLDC's longer term business objectives ▶ Utilises networks and market information to gather multiple perspectives and insights into customer needs and perceptions
Change and innovation	<ul style="list-style-type: none"> ▶ Drives continuous improvement and identifies opportunities to enhance processes and practices
Strategic Agility	<ul style="list-style-type: none"> ▶ Engages in critical questioning, looking for underlying causes and seeks to address those rather than make a "quick fix" ▶ Uses an in-depth understanding of local business and cultural practices to complete negotiations, resolve problems, and / or create business / community opportunities ▶ Uses analytical techniques to identify several solutions and weighs the value of each ▶ Anticipates and assesses the impact of changes to work-plans and initiatives such as changing political / economic conditions and responds appropriately