

CHIEF OPERATING OFFICER/ POU WHAKAHAERE MATUA Candidate Briefing Document



The Opportunity



This is a rare opportunity to join Tasman District Council as its next Chief Operating Officer / Pou Whakahaere Matua, a pivotal executive leadership role responsible for shaping how the organisation operates, transforms and delivers public value to the communities of Tasman.

Reporting directly to the Chief Executive Officer and serving as a key member of the Executive Leadership Team, the COO leads a diverse portfolio spanning digital and technology, data and architecture, people and wellbeing, assurance and improvement, governance, legal services, communications and change. Leading a team of highly capable functional leaders, the COO is responsible for operational excellence across Council and for ensuring the systems, processes and capabilities are in place to support a high-performing, future-focused organisation.

Tasman District Council has made significant progress over recent years in strengthening organisational capability, risk management, procurement practices and business improvement disciplines. The opportunity now is to build on these strong foundations and lead the next stage of organisational maturity, embedding continuous improvement while maintaining the culture and values that make Tasman District Council a highly regarded place to work.

A key focus for the incoming COO will be leading major transformation initiatives including progressing the Digital innovation Programme (DIP), AI readiness, workforce evolution, and the continued development of modern, efficient and customer-centred services through the functions the Council Operations Group provides to the wider Council. The role will play a critical part in stewarding Council's digital future and oversight of Council's long-term digital strategy.

Success in this role will require a leader who combines strategic thinking with genuine delivery capability. Working across organisational boundaries, the COO must lead through influence, build trusted relationships with elected members, iwi partners, executive colleagues and community stakeholders, and help translate Council's vision of "Thriving Resilient Tasman" into meaningful outcomes for the region.

This is a career-defining opportunity for an experienced executive who thrives in complexity, embraces change, values people, and is motivated by the opportunity to leave a lasting legacy through building a capable, resilient and future-ready organisation that delivers exceptional public value.

To view the full Job Description, click [here](#)



Ideal Candidate

You are an accomplished executive leader with a track record of leading organisational transformation in complex environments. Comfortable operating at both strategic and operational levels, you combine commercial acumen, people leadership and change capability with the credibility to influence diverse stakeholders and deliver meaningful outcomes.

You will bring:

Strategic Leadership & Executive Presence

- Demonstrated success operating at Executive or equivalent senior leadership level within a large, complex organisation.
- The ability to balance long-term strategic thinking with practical execution and delivery.
- Gravitas and credibility to engage effectively with elected members, executive colleagues, iwi partners, community stakeholders and external agencies.
- Experience providing strategic advice in highly visible and politically nuanced environments.

Transformation, Digital & Continuous Improvement

- A strong track record leading business transformation, organisational improvement and change programmes.
- Confidence leading digital innovation, business improvements and future-focused workforce initiatives.
- An appreciation of emerging technologies, including AI and their implications for organisational capability and service delivery.
- The ability to translate vision into measurable results and sustainable organisational improvements.

People-Centred Leadership

- An authentic, inclusive leadership style that empowers others and builds high-performing teams.
- The ability to lead through influence rather than hierarchy, creating collaboration across organisational boundaries.
- A genuine commitment to developing people, building capability and creating strong succession pathways.
- Strong emotional intelligence, resilience and interpersonal judgement.

Commercial & Operational Acumen

- Experience leading diverse corporate service functions and driving operational excellence.
- Strong governance, risk management and organisational performance capability.
- Sound financial and business judgement, coupled with a continuous improvement mindset.
- The ability to navigate ambiguity, complexity and competing priorities with confidence.

Personal Attributes

- Energetic, future-focused and motivated by the opportunity to make a lasting impact.
- Curious, innovative and open to challenging the status quo when it will create better outcomes.
- Values-driven and aligned with Tasman District Council's commitment to delivering public value.
- Committed to building strong relationships and working in partnership with communities and iwi.



Purpose, Vision and Values

OUR PURPOSE

DELIVERING PUBLIC VALUE

Kia whai hua ma- te marea. “That valuable outcomes are acquired for the benefit of the multitude.”

Our purpose describes why we exist as a Council. Delivering public value is our ‘north star’ and guides our decisions and actions, holds us to account and reminds us why we are here.

OUR VISION

THRIVING RESILIENT TASMAN

Kia manawaroa te tai o Aorere.
“That the land and people of Tasman are resilient and enduring.”

Our vision is our aspiration for the future.

Thriving means enabling the social, economic, environmental and cultural wellbeing of communities

Resilient means ensuring our communities are prepared for adversity and change and that we have the capacity to withstand, respond to, or recover from, adversity whether that be environmental, economic or social

Manawaroa means stamina, grit, endurance, resilience, fortitude

OUR VALUES

AUAHA Innovation
KAWENGA Responsibility
MANAAKITANGA Caring/Sharing
WHANAUNGATANGA Relationships

Our values are our commitments to each other and our communities. They guide how we work, how we make decisions, and are useful when we need to navigate the grey areas. Our culture is shaped by our everyday interactions, and our values are at the heart of this.



Our Promise



Our Promise is a set of three principles that outline our service promise to our customers and community.

It describes what a customer can expect from their interaction with Council, wherever that is – on the phone, letters, face-to-face, consultations, online and more. This is a tool that guides how we deliver service and how we can improve our business processes. We are committed to having an inclusive environment and that all voices are heard and considered in our decision making.

WE ARE EASY TO WORK WITH



We keep it simple.
Information is easy to find and understand.
Customers feel heard.
It is easy to connect with us.

WE KEEP OUR PROMISES



We do what we say we'll do.
We keep you informed.
We follow through and take ownership.
We are reliable and consistent.

WE RESPECT OUR COMMUNITY



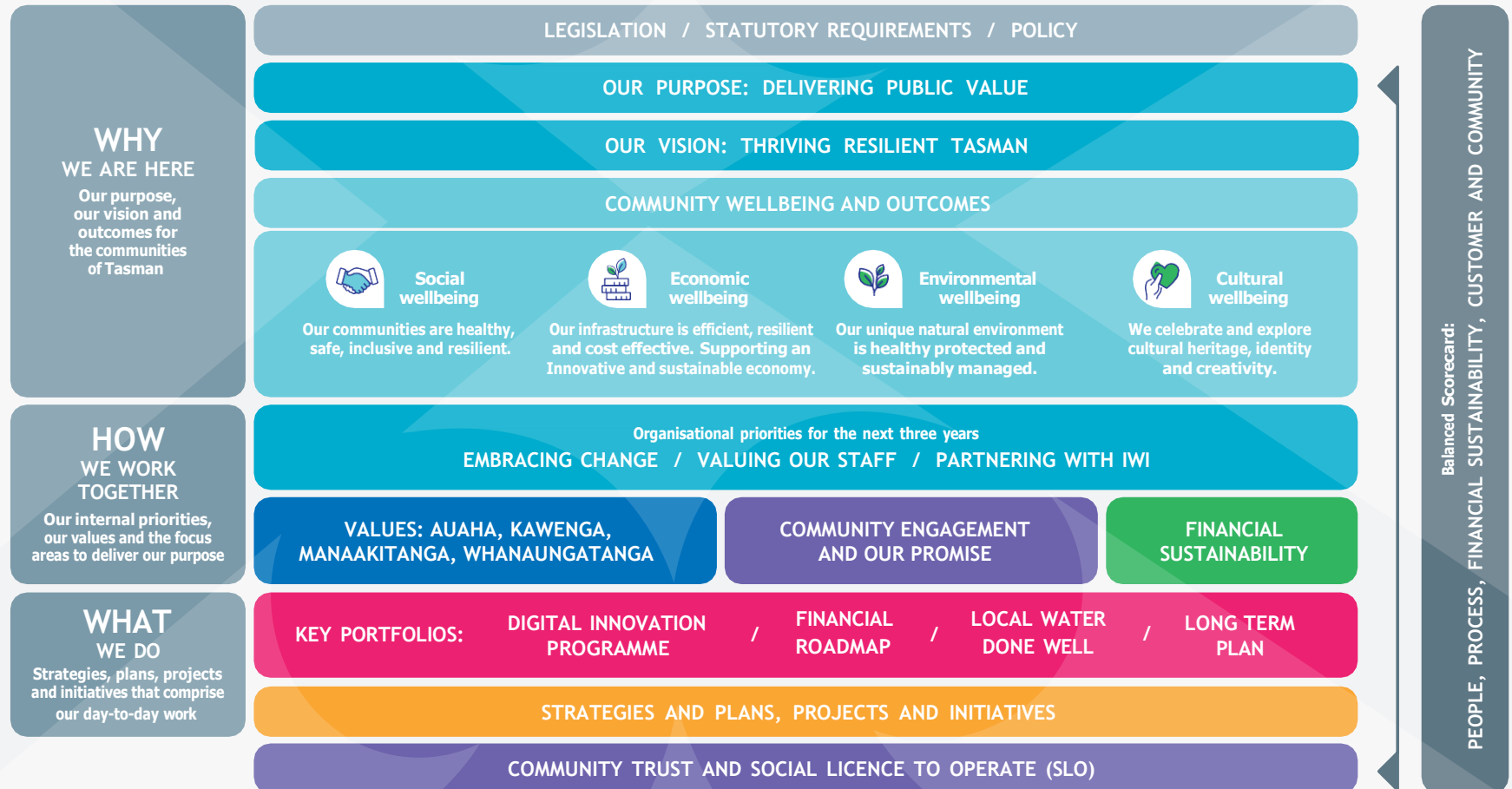
We listen to understand the customer's needs.
We are proactive with a desire to help.
We deliver personal and relevant service.



FRAMEWORK FOR PUBLIC VALUE

Our roadmap

This framework shows where we are, where we want to go, and how to get there, helping us move from vision to action plans.



BALANCED SCORECARD





Council Groups

The Council is comprised of seven business groups who are responsible for delivering the services to the community.



CEO OFFICE

LEONIE RAE
Chief Executive
Officer



The office of the CEO supports the Chief Executive in their role by providing executive and committee services support to the Council and Elected Members.

COUNCIL OPERATIONS

STEVE MANNERS
Chief Operating
Officer



Our role is to support the Chief Executive and the organisation by providing leadership and expert services across key areas: information technology, governance, risk and audit assurance, procurement, health and safety, business improvement, legal services, communications and change management, and people and wellbeing.

As a centre of excellence for cross-council functions, we ensure efficient, effective operations and help deliver the CEO's priorities and the Council's plans.

STRATEGY AND FINANCE

SUE MCLEAN
Group
Manager



Our purpose is to provide strategic planning, financial management, and corporate oversight that ensures the Council's long-term success and fiscal stability. We lead the development of key plans and policies—Long Term Plans, Annual Plans, Annual Reports, and statutory documents under the Local Government and Resource Management Acts.

We also oversee capital programme delivery, commercial activities, rating, treasury functions, and strategies for growth and future development, including reserves and recreation planning.





Council Groups continued

TE KĀHUI HONONGA

RENEE THOMAS
Kaihautū



Our team provides strategic leadership and advice on Māori partnerships and engagement, ensuring Tasman District Council embraces Te Ao Māori in its policies, plans, and practices.

We guide and support an inclusive internal culture that acknowledges and respects Māori perspectives. We lead the development of strong relationships between Council and iwi, hapū, whānau, and marae across the Tasman District, and enhance engagement between Māori, Council, and the wider community. Our work helps realise the partnership embodied by Te Tiriti o Waitangi.

ENVIRONMENTAL SERVICES

ROB SMITH
Group Manager



We are the Tasman District's front-line team for environmental protection, science, and regulatory services. Our work spans everything from biosecurity, river and coastal management, and catchment restoration, to building control, resource consenting, food safety, and maritime safety.

We provide trusted expertise and information that empowers our communities and Council to make informed, sustainable decisions.

THREE WATERS

RICHARD KIRBY
Group Manager



Our primary purpose is to deliver the Council's three waters services – stormwater, drinking water, and wastewater – ensuring safe, reliable supply and high water quality for our communities.

We achieve this by living the principles of Te Tiriti o Waitangi and investing in infrastructure, people, and smart tools. Through strong systems and expert advice, we empower the Council and our communities to make wise, enduring decisions about water – one of our most precious resources.

CUSTOMER AND COMMUNITY

JOHN RIDD
Group Manager

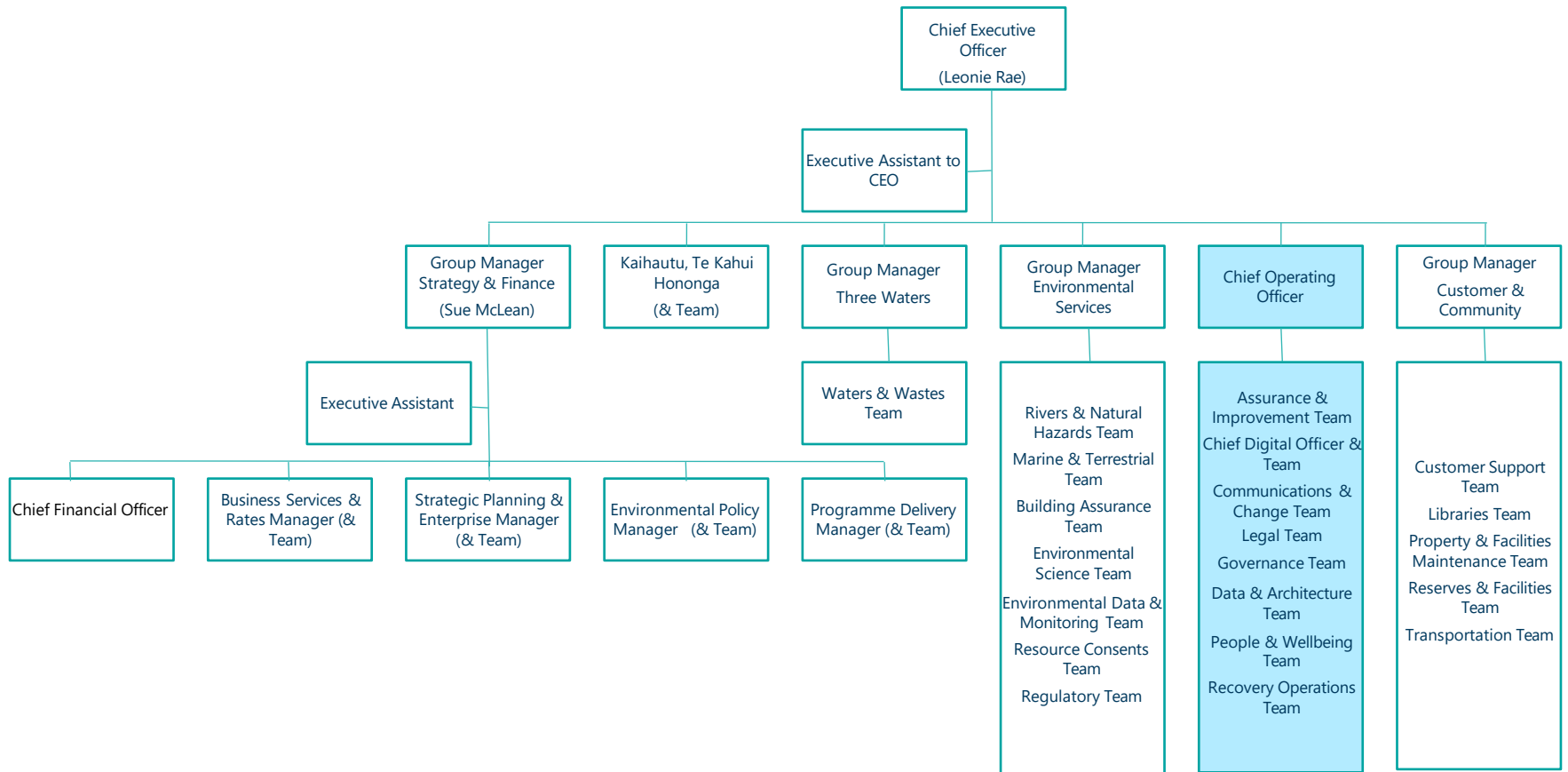


Our purpose is to lead the way in delivering accessible, inclusive, and high-quality services that reflect the needs and aspirations of our communities. We oversee a wide range of services – customer support, libraries, parks and reserves, community facilities, transportation, property services, events, grants, and environmental education – ensuring they all work seamlessly together.

We champion a *customer-first mindset*, focusing on accountability and streamlined decision-making to achieve the best outcomes for our people and places.



Chief Operating Officer - Organisational Context



Timeline



Date/Week	Planned Activities
Sunday 4 October	Applications close
Week commencing 5 October	Initial conversations with longlisted candidates
Week commencing 19 October	Brannigans 1st round interviews with candidates commence
Week commencing 9 November	Tasman District Council interviews commence
Week commencing 23 November	Appointment confirmed



Your Team



ODETTE SHEARER

Senior Talent Partner

Nelson Based

Mobile: 021 270 8657

odette.shearer@brannigans.co.nz



NICK CARTER

Talent Partner | Executive Director

Christchurch Based

Mobile: 027 591 3422

nick.carter@brannigans.co.nz

To view the job advertisement and to apply click [here](#)