



POSITION TITLE:	Transformation Manager (Fixed Term)		
GROUP:	Policy & Regulation	SECTION:	HBCDEM
REPORTS TO:	Director HB CDEM		
RESPONSIBLE FOR:	n/a		
FAMILY:	TP4	GRADE:	20
DATE REVIEWED:	November 2025		

HBRC STRATEGY

Hawke's Bay Emergency Management: A resilient Hawke's Bay community | He Aumangea Hapori ki Te Matau a Māui

HBRC Vision: We want a healthy environment and a resilient and prosperous community.

Hawke's Bay Emergency Management Purpose:

Together, as a community, we aim to create a safe, informed and resilient Hawke's Bay that is prepared for, responds to, and recovers from emergencies and disasters well. Our community is at the heart of our civil defence system. We will build stronger connections, trust and empower local voices, and enhance collaboration across the region.

Our Values:

- **Manaakitanga:** Living behaviours of care and respect
- **Kotahitangi:** Living behaviours of collective drive and unity
- **Ngākau Pono:** Living behaviours of commitment, integrity, and accountability
- **Whanaungatanga:** Living behaviours of relationships and connection
- **Māramatanga:** Living behaviours of clarity and understanding

Hawke's Bay Emergency Management Focus:

- **Coordinated and comprehensive emergency management outcomes for Hawke's Bay through:**
- **Reduction:** Local communities work together to reduce the risk of hazards
- **Readiness:** People and communities provide for their own safety and wellbeing
- **Response:** Response agencies are prepared, well coordinated and effective in response to an emergency
- **Recovery:** Communities and organisations recover from an emergency in an effective and efficient way

POSITION SUMMARY

The primary purpose of the Transformation Manager (fixed term) is to lead and coordinate the implementation of the Hawke's Bay Civil Defence Emergency Management Transformation Strategy, the Service Level Agreement (SLA), and changes arising from the independent review following Cyclone Gabrielle. This role is focused on delivering system-wide change to strengthen community resilience and enhance emergency management capability across the region.

The Transformation Manager works closely with the Director CDEM, councils, mana whenua, and key partners to transition emergency management functions to local authorities, embedding new roles, responsibilities, and processes in line with the strategic direction set by the HB CDEM Joint Committee.

This role involves:

- Travel within the region and occasional travel elsewhere in Aotearoa New Zealand.
- This role will require participating in the 24/7 duty team roster and performing emergency response and recovery functions as necessary during emergencies.
- Staying calm under pressure and handling challenging environments are key qualities to be successful in this position.

GROUP AND TEAM GOALS:

The Hawke's Bay Emergency Management Office leads and coordinates emergency management for the region. It collaborates closely with councils, partner agencies, Tāngata Whenua, other organisations, and communities to ensure Hawke's Bay is ready for, can respond to, and can recover from emergencies.

The office provides:

- Advice and technical support to the CDEM Group Joint Committee, Coordinating Executive Group (CEG), and local councils.
- Leadership on hazard and risk planning across the region.
- Support and advice on risk reduction projects and research.
- Collaboration with Lifelines utilities (essential services and infrastructure providers) to reduce impacts from hazards.
- Development, implementation, and review of the CDEM Group Plan and supporting plans.
- Regional training, exercises, and professional development for emergency management staff.
- Public education and awareness campaigns at the regional level.
- Oversight and support for CDEM volunteers.
- Management of regional public alerting systems and consistent messaging.
- Coordination and management of the Emergency Coordination Centre (ECC) during large-scale events.
- Support for local councils during emergencies.
- Regional recovery planning and support for local recovery efforts.

The Hawke's Bay Emergency Management Office acts as the regional backbone for emergency management in Hawke's Bay. It ensures a coordinated and consistent approach across all councils and partners, supporting them before, during, and after emergencies, and leading regional readiness, response, and recovery activities.

The office is a shared service for the Hawke's Bay councils: Wairoa District Council, Hastings District Council, Napier City Council, Central Hawke's Bay District Council and Hawke's Bay Regional Council.

The Hawke's Bay Regional Council is the administering authority for the Hawke's Bay Emergency Management Office. All staff working for the Hawke's Bay Emergency Management Office are employed by the Hawke's Bay Regional Council.

Hawke's Bay Emergency Management Office staff are involved in coordinating responses to incidents that have a significant impact on communities and require coordination across emergency services and agencies. Staff may also need to monitor incidents as they develop and be ready to respond at short notice.

JOB SPECIFIC ACCOUNTABILITIES

Delivering the Transformation Strategy

- Lead the implementation of the HBCDEM Transformation Strategy to strengthen community resilience and improve regional emergency management capability.
- Develop and oversee action plans, timelines, and milestones to ensure objectives are delivered within agreed timeframes.
- Work collaboratively with the Director, local councils, mana whenua, and key partners to align systems and services with the transformation vision.
- Act as a conduit between regional leadership and local delivery teams, ensuring strategies reflect community needs and priorities.

Leading the Transition to Council Delivery

- Coordinate the transition of emergency management functions from HB Emergency Management Office to local councils in line with the Service Level Agreement (SLA).
- Develop clear transition plans and provide guidance to ensure councils are equipped to take on new roles and responsibilities.
- Support councils to embed new processes and build capability to deliver consistent, effective emergency management services.

Monitoring, Reporting, and Driving Improvement

- Track progress on transformation activities, providing regular, transparent reporting to senior leaders and governance bodies.
- Identify successes, challenges, and opportunities for improvement, using data and feedback to inform adjustments.

Embed a continuous improvement approach to strengthen systems and processes across regional and local levels.

FUNCTIONAL RELATIONSHIPS

Internal

- Team Leader Planning
- Group Managers
- Executive Team
- Elected members
- HBRC employees

External

- Government agencies departments and Local authorities
- National Emergency Management Agency
- Capability development staff from other CDEM group offices
- Government Agencies and Departments
- Non-Governmental Organizations (NGOs)
- Training Providers and Contractors
- Treaty settlement entities and Iwi
- Tangata whenua, tai whenua and Post-Settlement Governance Entities (PSGEs)
- Hazard Lead Agencies
- Environmental and Hazard Research Organisations

- Members of our community, Groups and Networks

COMMUNITY RELATIONSHIPS

Fostering strong relationships is essential to achieving our goals. We cannot build resilient communities or prepare for emergencies alone; our strength lies in working alongside Tāngata Whenua, communities, and partners.

At the heart of this approach is our purpose: *“Our community is at the heart of our civil defence system.”* This focus on people guides everything we do.

This means:

- Always projecting a professional attitude when working with Tāngata Whenua, communities, and partner agencies.
- Providing accurate information in a clear and timely way.
- Achieving outcomes that are fair, transparent, and understood by everyone involved.
- We set high expectations and continually strive to do better.

CONTINUOUS IMPROVEMENT

All Hawke’s Bay Regional Council (HBRC) staff are expected to promote the concept of continuous improvement actively and enthusiastically in their work for HBRC. This means:

- Supporting a strong lessons management approach and a culture of continuous improvement at the process, team, and individual levels, including openly sharing lessons learned.
- Promoting and contributing to a just culture, where learning from experience is encouraged and valued.
- Maintaining a positive overall attitude in the workplace, including promoting CDEM, the Emergency Management Office and HBRC in a positive manner, as assessed by your peers and Manager.
- Taking part in training opportunities with an open mind, as assessed by pre and post training meetings with your manager.
- Practicing the skills provided in training offered, as assessed by regular feedback meetings with your manager.
- Showing a strong team commitment, as indicated by peer feedback and your manager’s assessment.
- Practicing the concept of continuous improvement by showing initiative with new ideas and positively acknowledging other ideas.
- Giving honest and open feedback as and when required, aiming to constructively deal with all issues, as assessed by regular feedback meetings with your manager.
- Deliver on project outcomes: on time and on budget.
- Displaying sound judgment and making responsible decisions.

HEALTH AND SAFETY

All staff are expected to follow established health and safety procedures while working for HBRC, and in accordance with policies developed by HBRC. This means:

- Complying with and adhering to HBRC's accepted standards and procedures.
- Where appropriate, taking responsibility for workplace hazards/risks you identify and communicated to management.
- Undertaking regular reviews of workplace risks/hazards that are present in your work.
- When, and if, necessary, participate in the investigation of accidents/incidents according to HBRC procedures.
- Undertaking appropriate and effective staff training when required or necessary.
- Promoting a healthy and safe workplace.
- Actively supporting health and safety initiatives.
- Comply with any rehabilitation plan designed with you for a return to work after an accident.

EMERGENCY MANAGEMENT

As Emergency Management professionals working within this field, Hawke's Bay Emergency Management Office staff are expected to undertake such emergency management functions as are determined appropriate to deliver on the regional Service Level Agreements and statutory requirements. This means:

- Maintaining a high level of personal preparedness.
- Being contactable after-hours.
- Monitoring developing events after normal working hours.
- Undertaking allocated role for emergency response, including working non-core hours and shifts if necessary.
- During significant events possibly being called back from annual leave
- Participating in exercises as required to maintain a state of preparedness.
- Where the role requires it, working with communities and volunteers including working non-core hours if necessary.
- The relevant employment agreement outlines compensation arrangements for work outside of core working hours and during an emergency.

PERSON SPECIFICATION

Minimum Qualifications and Experience required.

- Tertiary qualification in Emergency Management, Public Administration, Change Management, or a related field.
- Proven experience in transformational leadership, ideally within emergency management, local government, or the broader public sector.
- Strong understanding of emergency management frameworks, regional and local governance structures, and public sector operational processes.
- Strong project management and organizational skills, with the ability to coordinate multiple activities and manage timelines.
- A strong understanding of emergency management principles and practices, particularly around response and recovery.
- Valid driver's licence required

Knowledge

The following indicates what would typically be expected for this role at a competent level:

- Demonstrated leadership ability, with a track record of guiding teams through complex change.
- Excellent project and programme management skills, with the ability to balance multiple priorities and deliver within agreed timeframes.
- Outstanding communication and interpersonal skills, with the ability to build trust and influence across diverse stakeholder groups.

- Strong problem-solving and strategic thinking skills, focused on delivering sustainable outcomes in a dynamic environment.
- Excellent written and verbal communication skills, including the ability to present findings and recommendations to a range of stakeholders.
- Proficiency in MS Teams, Word, Excel, PowerPoint and other information management systems such as SharePoint.
- Analytical skills.
- Communicating effectively to convey and interpret data/information.
- Collaborative work practices to build strong working relationships.
- Problem solving working knowledge.
- Sound understanding of tikanga Māori and Māori values and an appreciation as to how they relate to emergency management and local government functions, plans and policy development.

Personal Attributes

- Open-minded approach to learning, development, and collaborative working practices.
- Sound judgement and initiative
- Ability to create harmony in a team.
- Ability to anticipate change, remain flexible and be innovative.
- Excellent interpersonal skills with the ability to initiate and engage effectively at all levels, internally and externally.
- Ability to effectively gather multiple sources of information and apply technical and analytical skills to make effective decisions.
- Ability to effectively plan, organise and co-ordinate work to ensure that goals are achieved with the highest quality of work possible within agreed timeframes.
- Ability to clarify objectives, identify key issues, consider all perspectives and evaluate.
- Ability to cope with a variety of work and on occasion difficult situations.
- A high level of courtesy and listening skills.

Awareness

- Demonstrated awareness of Te Tiriti o Waitangi and including Te Reo Māori in relevant and practical ways in interaction and engagement to demonstrate respect and value of Tikanga Māori in appropriate settings.

CHANGES TO JOB DESCRIPTION

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment. Such changes, including technological requirements or statutory changes, may be initiated by the manager of this job with due consultation with the position holder. This job description should be reviewed as part of the preparation for performance planning for the annual performance cycle.

ACKNOWLEDGEMENT

I have read this job description and fully understand the requirements set forth therein. I understand that this is to be used as a guide and that I will be responsible for performing other duties as assigned. I further understand that this job description does not constitute an employment contract with Hawke's Bay Regional Council.

Employee Signature

Date

Printed Name