



<b>POSITION TITLE:</b>	Transformation Manager (Fixed Term)		
<b>GROUP:</b>	Policy & Regulation	<b>SECTION:</b>	HBCDEM
<b>REPORTS TO:</b>	Director HB CDEM		
<b>RESPONSIBLE FOR:</b>	n/a		
<b>FAMILY:</b>	TP4	<b>GRADE:</b>	20
<b>DATE REVIEWED:</b>	February 2026		

**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
- **Kotahitanga:** 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.

Working across the seven key focus areas of the Transformation Strategy - Māori Partnership, Community Connections, Infrastructure and Assets, Training and Exercising, Performance and Assurance, Planning, and Service Level Agreements - this position drives the delivery of system-wide change to strengthen community resilience and enhance emergency management capability across the region.

The Transformation Manager works closely with the Director Emergency Management, Principal Advisor Assurance, councils, mana whenua, and key partners to support the shift to a rebalanced operating model that is community-focused, locally led, and regionally coordinated. This includes embedding the roles, responsibilities, and service levels set out in the SLA, and supporting councils to build the local capability needed to deliver effective emergency management within their districts.

This position involves:

- Travel within the region and occasional travel elsewhere in Aotearoa New Zealand.
- 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 works 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 across its phased approach, ensuring delivery aligns with the four transformation themes and seven key focus areas.
- Develop and oversee action plans, timelines, and milestones for each implementation plan, ensuring 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.
- Coordinate across the CDEM team, Team Leaders, the Principal Advisor Assurance, and council emergency management leads to ensure transformation activities are integrated with ongoing work programmes.

### Embedding the Service Level Agreement and Operating Model

- Coordinate the implementation of the SLA, ensuring the agreed roles, responsibilities, and service levels are understood and embedded across all parties.
- Provide guidance to territorial authorities on the capability, processes, and structures needed to deliver their responsibilities under the SLA.
- Develop clear transition plans and provide guidance to ensure councils are equipped to take on new and expanded emergency management functions.
- Support the scheduled SLA review processes and alignment with the 2027/28 Long-Term Plan process.

### Monitoring, Reporting, and Driving Improvement

- Track progress on transformation activities, providing regular reporting to the Coordinating Executive Group (CEG) and the CDEM Joint Committee, including operational and public-facing updates.
- Identify successes, challenges, and opportunities for improvement, using data and feedback to inform adjustments to implementation plans.
- Embed a continuous improvement approach to strengthen systems and processes across regional and local levels.
- Maintain clear records of transformation milestones, decisions, and lessons learned to support accountability and inform future planning.

## FUNCTIONAL RELATIONSHIPS

### Internal

- Director Emergency Management
- Group and Local Controllers
- Group Manager Policy and Regulation (HBRC)
- CDEM Leadership and Team
- HBRC employees

### External

- CDEM Joint Committee
- Coordinating Executive Group (CEG)
- Local authority chief executives, senior management and emergency management staff
- National Emergency Management Agency (NEMA)
- Central government agencies
- Emergency services (NZ Police, FENZ, Hato Hone St John)
- Lifeline utilities and infrastructure providers
- Iwi, hapū, mana whenua, Post Settlement Governance Entities, taiwhenua, and other Māori organisations

- Welfare coordination partners and organisations
- Non-Governmental Organisations (NGOs)
- 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, Programme Management, or a related field; or equivalent experience.
- Proven experience leading complex change or transformation programmes, ideally within emergency management, local government, or the broader public sector.
- Proven experience coordinating implementation across multiple organisations or agencies with different structures, priorities, and levels of capability. different cultures, systems, and levels of readiness
- Demonstrated project and programme management skills, with the ability to coordinate multiple workstreams and manage delivery against milestones.
- Excellent written and verbal communication skills, including report writing and presenting to senior management and governance bodies.
- Demonstrated ability to exercise sound judgement and make timely decisions, including in high-pressure or time-critical situations.
- Valid driver's licence required.

### **Knowledge**

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

- Strong understanding of the Civil Defence Emergency Management Act 2002 and related legislative frameworks and national guidelines.

- Understanding of national emergency management direction, including the National Disaster Resilience Strategy and the principles of the 4Rs.
- Strong understanding of the roles of regional and local governance structures in the public sector.
- Sound understanding of change management principles and how to embed new ways of working across organisations with different cultures, systems, and levels of readiness.
- Knowledge of governance structures and processes within local government and multi-agency partnerships.
- Familiarity with Microsoft platforms such as Word, Excel, PowerPoint, and Teams.

#### **Personal Attributes**

- Ability to convey complex information clearly and effectively, including during high-pressure situations.
- Works collaboratively and inclusively, building and maintaining effective relationships across councils, iwi, partner agencies, and communities.
- Comfortable working across organisational boundaries, navigating competing priorities, and maintaining momentum in a complex stakeholder environment.
- Able to anticipate change, remain resilient, and apply practical and innovative approaches to work.
- Well organised, with a proven ability to plan, prioritise, and coordinate work programmes to achieve agreed outcomes within required timeframes.
- Leads with professionalism and composure, maintaining clarity, respect, and focus under pressure.
- Open to learning and continuous improvement, including reflection on lessons identified through planning, exercises, and real-world events.

#### **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.
- Sound understanding of tikanga Māori and Māori values and an appreciation of how they relate to emergency management and local government functions, plans, and policy development.

#### **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