



General Manager - Strategy

Job title: General Manager - Strategy

Reports to: Chief Executive

Direct Reports: Yes

Location: Wellington



About the New Zealand Infrastructure Commission, Te Waihangā

New Zealand spends 1 in every 20 dollars on infrastructure. This includes investment in the roads we use to get to work or move goods to market, the power connections that heat our homes, the schools where our children learn and the hospitals that support the provision of healthcare. It's a system supporting almost everything we do, and this means the decisions we make about it affect us all. Because of the long life and significant size of our infrastructure, these decisions can also have an impact for decades, even centuries, and can involve billions of dollars.

The New Zealand Infrastructure Commission, Te Waihangā, helps government and others to shape the infrastructure system, to grow living standards and drive a strong economy. Established in September 2019 as an Autonomous Crown Entity, the Commission seeks to deliver a positive change in the way New Zealand plans, invests in, funds, delivers and operates infrastructure. To achieve this, we are delivering the National Infrastructure Plan – a work programme focused on developing and leading a transparent and evidence-based approach that supports central and local government and the private sector to collectively manage infrastructure that improves the living standards of all New Zealanders.

The New Zealand Infrastructure Commission /Te Waihangā Act 2019 outlines the functions of the Commission that guide our work. These functions are broad and require us, with broad public agreement, to co-ordinate, develop, and promote an approach to infrastructure that improves the well-being of New Zealanders. We do this through strategy and planning functions that speak to our future needs and priorities for infrastructure, whilst also promoting a strategic and coordinated approach to the delivery of projects. We work alongside a wide array of stakeholders to understand and diagnose systemic problems and propose solutions that will allow New Zealand to address some of its most critical and intractable problems.

While we are a small organisation of around 50 people, we recognise the significant opportunity before us: to improve New Zealand's infrastructure services for generations to come. Please refer to our Statement of Performance Expectations (SPE) available on our [website](#) for further information on our priorities for the year ahead.



Our vision – Tā Mātou Whakakitenga

Infrastructure for a thriving New Zealand

Our values – Ō Mātou Uara

Free thinking/ Whakaaro nui -

We arrive at creative yet considered solutions

Courageous/ Māia - We will

have honest conversations which reflect our independence

Trustworthy/ Pono - You can

depend on us to behave ethically and impartially

Empathetic/ Ngākau aroha

- We are listening and respectful of different views

Role purpose – Te Kaupapa o te Tūranga

The General Manager, Strategy is a senior leadership role in the public sector and infrastructure sector and leads the Strategy functions at Te Waihanga.

The role has responsibility for developing a number of research products, advice and strategy documents that are designed to improve our collective approach to infrastructure. The key existing output is the development of national strategy reports, and most immediately the National Infrastructure Plan.

It also has responsibility for various research outputs, including the highly successful Research Insights Series, a long-term assessment of infrastructure requirements (the Infrastructure Needs Assessment), existing capital intentions (the National Infrastructure Pipeline) and an infrastructure assessment of priorities (the Infrastructure Priorities Program).

To succeed in this role, you will be passionate about solving some of New Zealand's most significant and intractable challenges, whether it is boosting economic productivity and improving infrastructure delivery outcomes, making better use of our existing infrastructure, adapting to more severe weather events, or enabling greater housing affordability in our cities. Faced with a broad subject matter and significant complexity, you will be naturally inquisitive, a fast learner and well connected across New Zealand and internationally.

You'll understand analytical methodologies and frameworks that can help breakdown problems and use those to guide strategic and evidence-based discussion and debate. You will also be a proven leader of leaders, able to build and develop a team of professionals who are 100% committed to getting the best out of New Zealand's infrastructure, whilst preparing for a significant time of change.

Key Accountabilities – Ngā Kawenga Takohanga Mātuatua

Key Accountability Areas:	Key accountabilities/expectations:
<p>Provide leadership for the delivery of the Commission’s objectives</p>	<ul style="list-style-type: none"> • Contribute to the development and communication of our vision and strategic direction. • Ensure strategic advice provided by Te Waihanga is world class, joined-up and consistent. • Provide informed expert advice to the Chief Executive, executive leadership team and the Board. • Develop and maintain close relationships within the Commission’s executive leadership team to maximise the effectiveness of the Commission. • Work with the Chief Executive, organisation and its stakeholders to execute on priority deliverables, the Statement of Performance Expectations (SPE) and relevant functions under the Act by providing leadership across the sector.
<p>Manage and lead a high performing team to deliver on objectives</p>	<ul style="list-style-type: none"> • Develop and lead a highly engaged team to deliver high quality and influential advice. • Effectively manage direct reports’ performance by setting clear objectives, providing coaching and mentoring, monitoring progress, providing regular feedback and encouraging open and frequent two-way dialogue. Actively managing any underperformance issues as they arise. • Create and maintain a safe, positive and inclusive workplace where people are inspired to collaborate and perform at their best. • Build workforce capability and diversity by supporting others to grow, embrace change and seek out diverse perspectives. • Actively encourage professional and personal development for all direct reports and work with the HR manager to implement these through the organisation. • Encourage interaction between the Commission’s teams to ensure strategy is informed by delivery and policy experience, shared knowledge and consistent advice. • Provide operational oversight of, lead, and manage teams to identify and resolve strategic and day to day issues. • Direct and prioritise the overall work programme with direct reports, contractors and consultants to ensure deliverables are met on time and within budget. • Delegate effectively, and efficiently manage the work of your direct reports, including by providing direction and removing roadblocks where required.

- Take time to recognise and celebrate our people.
- Draw on the best talent, including international, from the public and private sectors.

Continuing the execution of a government “centre of excellence” in infrastructure strategy, research, analytics and advice

Strategy reports

- Lead the development of Strategy Reports (the National Infrastructure Plan) as required under the New Zealand Infrastructure Commission/Te Waihanga Act.

Other research outputs

- Responsible for the development of our research agenda, including deep dives, thought pieces and policy outputs that contribute to the Commission’s strategy functions.
- Responsible for guiding, overseeing and delivering the Economic Research Series, which includes four publications per year.
- Responsible for developing a long-term needs assessment for New Zealand’s infrastructure, consistent with the requirements set out in Cabinet Circular 23/9. This should include adequate consideration of long-term trends, including climate change, new technologies and demographic change.
- Consider policy reforms that could be adopted to address barriers to good infrastructure outcomes and improve efficiency and service standards.
- Ensure the research and advice the Commission provides is to a high quality, right sized, and robust and defensible.

Analytics

- Build the evidence base to inform our advice across the system, including supporting information standardisation, and system changes that increase information quality and transparency.
- Maintain and build our suite of analytics products, insights, and system capability to support the delivery of our objectives, inform decision making and drive value for stakeholders, and ensure we can efficiently manage and scale our direct interaction and with stakeholders across the infrastructure system.
- Ensure information assets within the strategy group are security managed, governed, and we meet Audit NZ requirements. Ensure we continue to maintain our agency with information providers to receive quality information.
- Represent and champion the Commission’s analytics product decision-making within the organisation, the executive leadership team, and with stakeholders across the infrastructure system to support their use and adoption.

<p>Maintain and develop coverage and insight from the National Infrastructure Pipeline</p>	<ul style="list-style-type: none"> Responsible for the National Infrastructure Pipeline, workforce projections and associated insights, including turning these into strategic and policy-relevant insights for the sector and policymakers.
<p>Delivering the Infrastructure Priorities Program</p>	<ul style="list-style-type: none"> Responsible for developing and delivering the infrastructure Priorities Program a structured, independent review of unfunded central and local government, and private sector projects and proposals in various stages of planning, including initiatives that avoid the need for investment.
<p>Leadership team</p>	<ul style="list-style-type: none"> Develop and sustain effective, productive, collaborative and outcome-oriented internal relationships. Working as one organisation, share expertise, information and knowledge with other leaders to achieve goals. Involve other leaders as appropriate in decision making, including communicating outcomes. Keep colleagues well informed on any matters that might represent threats to business performance, compliance or the achievement of business objectives. Adopt a no-surprises approach with the Chief Executive to ensure they are kept well informed and can inform the Board and Minister accordingly. Contribute to and communicate the Commission’s vision and strategic direction as an active member of the leadership team. Together with other leaders, role model behaviours consistent with the Commission’s values. Work with the Board and leadership team to identify and agree the organisation’s priorities and activities
<p>Engage across the sector to ensure delivery of the Infrastructure Commission’s objectives</p>	<ul style="list-style-type: none"> Works with key stakeholders to build consensus on a long-term vision for New Zealand’s infrastructure system. Develop influential relationships with Ministers, Chief Executives and stakeholders, that add value. Represent Te Waihanga insights, research, strategy reports and findings, including through presentations and public media. Maintain relationships with thought leaders, sector stakeholders, infrastructure bodies (including international), and commentators to ensure that the Infrastructure Commission is seen as a lead player in debates that affect infrastructure in New Zealand. Develop and maintain strategic partnerships with other government departments, statutory authorities, local governments and key stakeholders, to ensure a high level of

	<p>coordination and consultation between these entities in the planning and implementation of strategies and initiatives.</p> <ul style="list-style-type: none"> • Maintain relationships and awareness of activity at a strategic level across the infrastructure system, identifying opportunities and risks for Te Waihanga, keeping internal stakeholders informed.
Te Tiriti o Waitangi	<ul style="list-style-type: none"> • Commit to understanding, recognising and acting upon the articles of Te Tiriti o Waitangi; Kāwanatanga, Rangatiratanga, Oritetanga.
Health, Safety & Wellbeing	<ul style="list-style-type: none"> • Take all practical steps to ensure your own health and safety and the safety of others in the workplace.

Key Relationships – Ngā Hononga Mātuatua

- Chief Executive
- Board Chair
- Executive Leadership Team
- Direct reports and their teams
- Ministers and their private/press secretaries
- Capital-intensive public-sector agencies and asset owners (central and local government)
- External stakeholders including, infrastructure sector, industry peak bodies, commercial entities
- International infrastructure bodies and stakeholders
- Iwi representatives and groups
- Infrastructure design, construction and professional services firms
- Others, as required

Qualifications – Ngā Tohu

- Relevant tertiary qualification, preferably in either engineering, commerce/business, economics, finance or planning.
- Master's level qualification or MBA/MPA desirable, but not essential.

Skills and Experience – Ngā Pūkenga me te Wheako

- A track record of leadership, management and influence at a senior level.
- Experience delivering large scale strategy projects and/or research programmes.
- Experience in the infrastructure sector, which could be transport, energy, water, telecommunications, vertical or social sectors.
- Leading teams of at least two to four direct reports at senior level with a strong track record of high staff engagement, consistently high output and results.
- Working as part of a senior executive team with a history of building rapport and influence at Board level desirable.
- Experience in effectively developing, coaching and promoting staff under your leadership.
- Strong work ethic, applying discretionary effort to achieve results and showing signs of resilience when facing difficult situations, or heavy workloads and a good knowledge of 'self' to maintain personal wellbeing. Ability to manage, mitigate and resolve conflict as necessary
- A strategic and analytical systems thinker with an ability to distil complex issues and present compelling solutions even if those solutions push boundaries.
- An effective and persuasive communicator, comfortable working with Ministers, senior officials and sector leaders. Experience fronting organisational positions with media.

- An influential thought leader with an ability to shape the agenda both internally and externally.
- Highly developed written and verbal communication skills including the ability to communicate effectively upwards, downwards and laterally.
- Ability to demonstrate and model key behaviours and values expected of senior leaders.
- Applies high standards of accountability and performance as expected within the public sector.

Knowledge – Mātauranga

- Strong understanding of the machinery of government and how to work effectively across central government agencies.
- Familiarity with the issues and trends associated with Infrastructure in New Zealand and/or other jurisdictions.
- An understanding of Te Tiriti o Waitangi and the Crown's responsibility to act as a good partner and a willingness to engage with Te Ao Māori perspectives and frameworks, especially through the lens of infrastructure.