

ROLE SUMMARY

Role title:	Head of Tākina and Commercial Development (Fixed-term)
Reports to:	Chief Executive
Direct reports:	Business Events Wellington Manager, Commercial Manager – Tākina Ground Floor
Date:	May 2026
Purpose of role:	<p>The Head of Tākina and Commercial Development is the single point of leadership for Tākina Wellington Convention & Exhibition Centre on WellingtonNZ's behalf to improve the strategic planning, operational oversight, coordination and commercial performance of Tākina to deliver the desired outcomes from Wellington City Council's infrastructure investment.</p> <p>The role works closely with the Business Events Wellington Manager and Commercial Manager – Tākina Ground Floor, other internal stakeholders and in partnership with Tākina Events (Te Papa), who operate the two upper floors of Tākina. The key areas of activity include:</p> <ul style="list-style-type: none"> • Develop and deliver the overarching strategic plan for Tākina • Serve as the primary authority and 'face' of Tākina, acting as a facilitator and key point of contact, and engaging with key stakeholders • Oversee key aspects of Tākina's ground floor operations and commercial outcomes • Oversee and maximise the commercial and economic benefits from the Tangaroa Gallery • Oversee the Business Events Wellington (BEW) team who are tasked with increasing economic and societal impact for Wellington by attracting business events and increasing awareness of Wellington as a leading business events destination in the Pacific region. <p>In addition, this role will work closely with the Senior Leadership team to design a commercial strategy for WellingtonNZ to increase non-shareholder revenue, along with assisting and providing advice to WellingtonNZ colleagues on commercial matters e.g. tenders, contract reviews and negotiation, as required.</p>

The reason for the one-year fixed-term is due to agreed funding from Wellington City Council, to establish the single point of leadership for Tākina.

ROLE DESCRIPTION

Key responsibilities: specific actions, tasks or areas of responsibility this role will oversee.

Area of responsibility	Actions/Tasks
Strategic responsibilities	<ul style="list-style-type: none"> • Develop an overarching strategic plan for Tākina with input from Council and Te Papa and work collaboratively with internal and external stakeholders to implement the plan • Keep abreast of market / industry developments / trends to review and change direction / focus of the strategic plan if required • Identify and address city-wide challenges that may hamper the ability to successfully secure events or exhibitions for Tākina • In collaboration with the Senior Leadership team, design the commercial strategy to increase non-shareholder revenue for WellingtonNZ – each GM will then take responsibility for the delivery and implementation within their divisions.
Business Events	<ul style="list-style-type: none"> • Provide oversight of the Business Events Wellington team who lead and support attraction of large-scale local domestic and international conventions conferences to Wellington with a clear focus on maximising the opportunity of Tākina, and as a result its utilisation rate. • Work collaboratively with the Business Events Wellington Manager and Te Papa to develop a joint sales and marketing plan with mutually agreed targets.

Ground Floor Operations

- Act as the operational lead and facilitator between Te Papa, WCC, WellingtonNZ and other key building stakeholders to oversee key aspects of Tākina's ground floor operations and commercial outcomes and ensure alignment, collaboration and focus on delivery and outcomes to get the best out of the building.
- Oversee the development of a strategy for the Tangaroa Gallery and the Ground Floor of Tākina to attract a diverse programme of exhibitions and events that will increase utilisation of the spaces, welcome more Wellingtonians and visitors, and deliver more secure financial returns to Council.
- Support the Commercial Manager – Tākina Ground Floor and other internal stakeholders to:
 - provide coordination of all teams in the Tākina (isite, WellingtonNZ Exhibition Services team, café, Tākina Events, security and facilities maintenance) to enhance customer experience, operational processes and commercial opportunities in Tākina.
 - attract and manage exhibitions and other content ensuring a commercial return while minimising financial risk;
 - to assist the café with improving commercial opportunities as required;
 - identify alternative uses for the foyer, particularly those that generate a financial return.
 - secure new areas of revenue, including sponsorship, third-party advertising on digital screens, sale of screens for events, etc

Stakeholder Relations

- Serve as the primary authority and 'face' of Tākina on WellingtonNZ's behalf, acting as a facilitator and key point of contact for all stakeholders, internal and external including Government and its agencies, providing a key point for engagement for media, PR, and market opportunities.
- Build the relationship with mana whenua and uphold tikanga at operational level to what has been agreed and what mana whenua expect. Ensure team members are appropriately trained in the tikanga set for Tākina as outlined in Ngā Tikanga o Tākina – the guiding document for tikanga for Tākina.
- Work collaboratively with Council and the private sector to enhance commercial investment and activate the precinct around Tākina.
- Support the development of business for Tākina and the Wellington region generally through attendance at local and national events where required.
- Attend the Council's Performance Management Group Meetings and provide, present or facilitate papers to the Performance Management Group in advance of meetings, on request, in connection with WellingtonNZ's roles

Marketing and Communications

- Working with WellingtonNZ's Destination, Marketing & Communication division to:
 - Support the development and implementation of a marketing and brand plan to build awareness of Tākina, promote public exhibitions and events, and secure increased numbers of business events to Wellington and Tākina.
 - Oversee the delivery of marketing materials (collateral, website, gifts) as identified and provided for in the Tākina business plan and budget. (Te Papa are responsible for tactical marketing, sales and conversions)
 - Oversee and manage the Tākina & Tākina Events brands
 - Build out Tākina's digital channels, developing a content strategy across the website, social media and e-newsletters to increase awareness, leads and conversion, co-ordinating and agreeing with Tākina Events any necessary content.
 - Ensure the Tākina website is continuously updated and reflects the needs of all stakeholders, and provides a strong lead generation platform with a strong focus on content.
- Be the public face of Tākina, deal with all media enquiries, and develop and implement a Public Relations and Communications Plan in collaboration with the Communications and Media Manager.

Commercial planning and advisory

- Identify resources required and prepare future year budgets and, as required, develop business cases for new investments for Tākina
- Oversee the management of the budget and forecasts of current financial year and link budgets to clear sales performance targets for Business Events Wellington, in collaboration with the Business Events Manager
- Oversee the development of budgets for running the Ground Floor and Tangaroa Gallery whereby the costs of running the programme are funded by revenue from the programme on at least a cost-neutral basis, in collaboration with the Commercial Manager – Tākina Ground Floor
- Provide advice to WellingtonNZ colleagues on commercial matters that may include:
 - Reviewing and/or supporting negotiations of commercial agreements e.g. sponsorships, partnerships and project funding tender contracts, that are aligned with organisational priorities.

Reporting

- Oversee the coordination and/or preparation of timely and insightful monthly / quarterly / annual reports on Tākina to meet Wellington City Council reporting requirements
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- Oversee the development of economic reports reflecting the social, business, and economic impacts of the whole Tākina building.
 - Commercial reporting to the Senior Leadership Team as required

People leadership and management

- Provide strong leadership and support while managing the work and performance of your team members by setting clear KPIs, ensuring deadlines are met, and they understand their roles within the organisation and division.
- Create and energise a shared vision for the team, ensuring each team member feels empowered and supported to achieve and work together as one team.
- Proactively support your team members' development through mentoring and coaching, ensuring regular 1-to-1 meetings and positive and constructive feedback is provided in a timely manner.
- Ensure the team is fully trained and adequately skilled for the tasks expected of them, and they understand relevant policies, procedures and legal obligations.
- Champion and work with other Divisions across WellingtonNZ to ensure a "one business" philosophy.
- Develop and maintain a high-performance team and culture focused on delivery and continuous improvement.
- Develop and implement a succession plan within the team.
- Ensure systems are in place for forecasting and ensure adequate resources are available to undertake workload.

Health, safety, wellbeing and compliance

- Take an active role in identifying and mitigating any health and safety risks to yourself and others.
- While at work, take reasonable care for your own health and safety and ensure what you do does not negatively affect the health and safety of others.
- Comply, as far as you possibly can, with any instructions, policies, procedures or guidelines given by WellingtonNZ in relation to health, safety and compliance.
- Report any potential hazards or risks to health and safety or the environment as soon as is possible to take immediate action to minimise or mitigate these if it is not potentially harmful to your own health and safety.

- Initiate the necessary documentation required for offsite work (e.g. RAs) and ensure documentation is completed and signed off at least 48 hours prior to the activity beginning.

WellingtonNZ collaboration

- Maintain a “WellingtonNZ-wide” perspective with all of your work
- Consider how your role links and contributes to other areas of WellingtonNZ, and actively engage when required
- Communicate with fellow WellingtonNZ colleagues on work, initiatives and projects
- Actively collaborate and participate in WellingtonNZ-wide initiatives and projects.

Job outcomes: visible and measurable evidence of success in the role.

Outcomes/results	Target measure
Strategic responsibilities delivered to a high standard, on time and within budget	<ul style="list-style-type: none"> • Delivery of services under the Tākina Management Agreement with Wellington City Council: <ul style="list-style-type: none"> ○ Drive optimal outcomes for Tākina in delivering strong financial performance of Tākina and broader economic benefit to Wellington by leading delivery of the Annual Business Plan for Tākina with clear targets, plans and budgets; ○ Drive conference attraction through Business Events Wellington team delivery ○ Consolidate and oversee key aspects of Tākina's ground floor operations and commercial outcomes, including leading on all PR, communication channels and brand management ○ Oversee and maximise the commercial and economic benefits from the Tangaroa Gallery delivering improved activation, visitation and commercial outcomes for the ground floor • WellingtonNZ commercial strategy designed, in partnership with the Senior Leadership team, that identifies opportunities to increase non-shareholder revenue
Team Leadership	<ul style="list-style-type: none"> • Team performance goals, objectives and key result areas are in place within the required timeframes. • A strong, empowered and engaged team.

- Clear, concise communicator across WellingtonNZ and key stakeholders.
- Expectations of the team, and ongoing pursuit of results are clearly articulated and understood.
- Visible demonstration of WellingtonNZ's values and behaviours.

Competencies: specific skills, trails and competencies necessary to be successful in the role.

Competency	Description of competency
Functional skills and experience	<ul style="list-style-type: none"> • Significant leadership experience in business events, tourism, commercial development or a related sector (relevant business, events or tourism degree desirable) • Strong commercial acumen, demonstrable knowledge of and extensive experience in: <ul style="list-style-type: none"> ○ Strategy development, programme management, including contract negotiation and management. ○ Marketing, communications and/or media relations ○ Developing and maintaining strong relationships with key stakeholders including mana whenua ○ Developing and managing budgets and sales performance targets, with strong financial and budgeting skills including reporting ○ Team leadership and management, working with multi-disciplinary teams to achieve positive results • Exceptional communicator and ability to influence stakeholders and outcomes, with confidence representing an organisation publicly and with the media
Creating a vision	<ul style="list-style-type: none"> • Translating the vision into action • Taking risks to create innovative outcomes • Talking openly and positively about possibilities

Leading with purpose

- Setting team goals that are meaningful
- Understanding individual needs and motivations and aligning expectations
- Asking the tough questions
- Creating opportunities for individual development

Making things happen

- Holding self and others to account
- Considering people alongside performance outcomes
- Acting quickly to resolve issues
- Using analysis and critical thinking to drive quality decision-making
- Right-sizing resourcing
- Remaining calm and focused when things get tough
- Making time to review and learn from mistakes

Building an awesome team

- Building strategic partnerships
- Giving trust and autonomy
- Creating opportunities for collaboration and information sharing
- Encouraging diverse thinking and perspectives
- Mentoring and coaching individuals and knowing the difference

Being authentic and inclusive

- Recognising your own strengths and areas for development
 - Asking for and responding positively to feedback
 - Questioning and challenging others with respect
 - Owning your mistakes.
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Values: our purpose and values which bring to life WellingtonNZ's aspired culture.

Purpose	To make the Wellington region thrive as a place to live, visit, study, work, do business, and invest
Better together	<ul style="list-style-type: none">• We are collaborative• We back each other• We celebrate our differences and experiences• We create and share ideas together• We focus on teamwork and empower individual brilliance
Passionately curious	<ul style="list-style-type: none">• We are brave• We think differently and give it a go• We seek to understand before being understood• We embrace the possibilities of tomorrow
Choose joy	<ul style="list-style-type: none">• We bring and share joy in our work everyday• We celebrate our wins and learn from our losses• We have fun and get the mahi (work) done• We give praise and recognition