

# Position Description

<b>Position title</b>	Chief Operating Officer
<b>Group</b>	Operations
<b>Reports to</b>	Chief Executive
<b>Direct reports</b>	4 direct, and approximately 250 indirect reports
<b>Financial delegations</b>	\$7,000,000 per item capex, \$3,000,000 per item opex (refer to Delegations Procedure)
<b>Location</b>	Petone
<b>Type</b>	Permanent full-time

## The position

The Chief Operating Officer (COO) leads the Operations group to ensure the efficient and effective delivery of water services across the Wellington Region. Responsibilities include the delivery of new and replacement capital infrastructure, management of water and wastewater treatment, collection and distribution; network management, customer experience, reporting, along with driving operational improvements, innovation and effectiveness across the group.

The COO is responsible for insourced and outsourced service delivery, ensuring compliance with legislative and public health standards while meeting client and user expectations.

## About Wellington Water

### Our company purpose

Wellington Water exists so that people in the Wellington Region have safe, reliable, compliant, and affordable drinking water, stormwater and wastewater services.

All of what we do is underpinned by our three values of:

- **Tangata Tiaki** – Together we protect our most valuable taonga
- **Whānau** – United we support, connect and respect each other
- **Mana** – We recognise, respect, and value the mana of others and seek to build mana-enhancing relationships

More about us: <https://www.wellingtonwater.co.nz/about-us/who-we-are/our-story>

## Key relationships

As part of your role, you will need to build enduring relationships with a range of internal and external stakeholders. This includes the following key relationships (not limited to):

Internal	External
<ul style="list-style-type: none"> <li>Executive Leadership Team</li> <li>Heads of business units</li> </ul>	<ul style="list-style-type: none"> <li>Client councils</li> <li>Customers, community bodies and interest groups</li> <li>Mana Whenua / Iwi</li> <li>Industry bodies in the water sector</li> <li>Providers of specialist services</li> <li>Regulators</li> </ul>

## Key Responsibilities and Deliverables

As the Chief Operating Officer success in this role will depend on your ability to deliver:

Job holder is responsible for:	Job holder's deliverables are:	Job holder is successful when:
<b>Strategic Leadership, Purpose, and Planning</b>	<ul style="list-style-type: none"> <li>Design and develop short, medium, and long-term plans to achieve Wellington Water's purpose and outcomes, in collaboration with other Executive team members.</li> <li>Champion a shared sense of purpose within the Operations Group, ensuring alignment with Wellington Water's commitment to delivering safe, sustainable water services.</li> <li>Anticipate and prepare for future challenges, including population growth, changing customer expectations, and regulatory changes, by developing adaptive operational strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Clear objectives are established in alignment with WWL's strategic goals and are monitored and reported on.</li> <li>Operational strategies are recognised as forward-thinking, adaptive, and effective, enabling Wellington Water to proactively address future risks and opportunities.</li> <li>The Operations Group embodies a strong sense of purpose and alignment with organisational values.</li> <li>Evidence of collaboration with other ELT members and head of business units.</li> </ul>
<b>People Leadership</b>	<ul style="list-style-type: none"> <li>Champion Wellington Water's purpose and values within the function and wider organisation, while inspiring our people to commit to and achieve the organisation's business goals.</li> <li>Provide direction to, lead and develop a team that is cohesive and achieves</li> </ul>	<ul style="list-style-type: none"> <li>The team achieves or exceeds performance targets, operates with clear roles and responsibilities, and collaborates effectively, evidenced by positive team performance reviews and project outcomes.</li> </ul>

Job holder is responsible for:	Job holder's deliverables are:	Job holder is successful when:
	<p>the high-performance aspirations of Wellington Water.</p> <ul style="list-style-type: none"> <li>• Build capability and performance by providing clear direction, clear accountabilities, coaching, mentoring, and oversight to ensure achievement of business objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Employees consistently demonstrate an understanding of and alignment with Wellington Water's purpose and values, as reflected in engagement scores.</li> <li>• Employees demonstrate growth in their roles through skill development, career progression, and improved performance, supported by regular coaching and feedback.</li> </ul>
<p><b>Operational Expertise and Support</b></p>	<ul style="list-style-type: none"> <li>• Plan, manage, and coordinate the delivery of the key functions within the Operations Group (Capital Delivery, Treatment and Controls, Network Operations).</li> <li>• Work closely with the Chief Strategy and Planning Officer and provide the information needed to ensure: <ul style="list-style-type: none"> <li>○ Asset management plans (prepared by S&amp;P Group) correctly prioritise future asset infrastructure needs</li> <li>○ Business cases, project scoping documents, and preliminary estimates (prepared by the S&amp;P Group) are robust and accurate.</li> </ul> </li> <li>• Ensure new assets are delivered on time and to budget and seamlessly integrate with existing assets.</li> <li>• Build a culture of rapid process improvement within Operations including management systems, risk, and incident management.</li> <li>• Monitor the Network Maintenance work to ensure timely manner response to customer reported faults and defined service levels are maintained.</li> <li>• Foster a culture of information sharing between teams, contractors, and consultancy panels.</li> </ul>	<ul style="list-style-type: none"> <li>• Close collaboration with the Chief Strategy and Planning Officer results in well-prioritised and executed asset development, ensuring readiness for future needs.</li> <li>• Projects and initiatives within the group consistently demonstrate effective planning, coordination, and execution.</li> <li>• The Operations Group functions seamlessly, with clear alignment and collaboration between teams within the Operations Groups, and the wider business</li> <li>• Service levels are consistently upheld, with a proactive approach to addressing recurring challenges.</li> <li>• Risk and incident management practices are robust, reducing vulnerabilities and improving resilience.</li> <li>• Data and analytics are effectively utilised to inform operational strategies and decision-making.</li> <li>• Customers report increased satisfaction with service communication and resolution processes, as evidenced by improved feedback scores,</li> </ul>

Job holder is responsible for:	Job holder's deliverables are:	Job holder is successful when:
	<ul style="list-style-type: none"> <li>Oversee initiatives that improve customer interactions, ensuring timely, clear, and effective communication regarding services, disruptions, and resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>reduced complaints, and positive stakeholder sentiment.</li> </ul>
<b>Health, Safety and Wellbeing</b>	<ul style="list-style-type: none"> <li>Champion a strong health and safety culture and ensure that staff and suppliers are aware of and meet their H&amp;S obligations.</li> <li>Ensure people and suppliers reflect Wellington Water's continuous improvement philosophy and meet the requirements of quality and compliance systems.</li> <li>Ensure monitoring systems are in place to provide assurance that our H&amp;S system is working.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and suppliers demonstrate consistent adherence to health and safety obligations, with increased proactive reporting of potential hazards/risks, incidents, and near-misses, reflecting an engaged safety culture.</li> <li>Regular employee surveys show a high level of confidence in health and safety practices.</li> <li>Audits and reviews confirm that both staff and suppliers meet or exceed quality and compliance standards.</li> <li>Regular health and safety system reviews demonstrate effective processes, with any identified issues addressed promptly and effectively</li> </ul>
<b>Relationship Management and External Engagement</b>	<ul style="list-style-type: none"> <li>Build and sustain trusted relationships with internal stakeholders to collaboratively deliver business outcomes.</li> <li>Engage with external stakeholders, to promote Wellington Waters interests and deliver strategic objectives.</li> <li>As the Chief Executive directs, provide appropriate communications and engagement with media and external queries.</li> </ul>	<ul style="list-style-type: none"> <li>Strong collaboration, trust, and cross-functional cooperation is evident within the Operations Group and with other Groups.</li> <li>Regular stakeholder feedback indicates high levels of satisfaction and alignment with shared goals.</li> </ul>
<b>Group Financial Management</b>	<ul style="list-style-type: none"> <li>Provide strategic oversight and control of OPEX and CAPEX budgets, ensuring expenditures are aligned with Wellington Water's strategic goals and long-term plans.</li> <li>Ensure proactive financial planning, monitoring, and optimisation to maximise value for money, prioritise</li> </ul>	<ul style="list-style-type: none"> <li>The Group operates within approved capital, operational, and Wellington Water budgets, with minimal variances.</li> <li>Financial reporting is accurate, timely, and transparent, supporting organisational decision-making</li> </ul>

Job holder is responsible for:	Job holder's deliverables are:	Job holder is successful when:
	<ul style="list-style-type: none"> <li>critical investments, and deliver sustainable outcomes.</li> <li>Collaborate with the ELT to develop and execute comprehensive financial strategies that align with Wellington Water's long-term vision. Provide actionable insights and leadership to ensure financial plans drive sustainability, resilience, and the achievement of strategic objectives.</li> <li>Drive efficient financial management practices through group.</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance reviews demonstrate effective cost management, with resource allocation achieving measurable progress toward strategic goals.</li> <li>Stakeholders confirm confidence in the COO's financial oversight.</li> </ul>
<b>Regulatory and Risk Management</b>	<ul style="list-style-type: none"> <li>Contribute to the identification and management of organisational risks within area of responsibility.</li> <li>Contribute to regulatory relationships and requirements within areas of responsibility.</li> <li>Build relationships as required with regulators.</li> <li>Understand and drive a culture that ensures everyone in the organisation understands their role in meeting regulatory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Risks are proactively identified and managed, with timely mitigation actions, resulting in fewer high-impact incidents.</li> <li>Regulatory compliance is consistently met, with strong relationships and positive feedback from regulators.</li> </ul>

## Person specification

	Essential	Desired
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>Relevant post graduate qualification or MBA</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor's degree in related field</li> </ul>
<b>Skills and attributes</b>	<ul style="list-style-type: none"> <li>Experience operating at a senior leadership level in an organisation of scale</li> <li>Exceptional people leadership experience and ability</li> <li>Results-Oriented: Plans and prioritises work to meet organisational goals.</li> <li>Strategic Vision - sees the big picture and translates future possibilities into a compelling strategy.</li> <li>An ability to navigate and lead through change effectively</li> <li>Experience working in the infrastructure or utilities sectors</li> </ul>	<ul style="list-style-type: none"> <li>Experience working in a three waters delivery organisation</li> <li>An appropriate established network in the sector</li> </ul>

	Essential	Desired
	<ul style="list-style-type: none"> <li>• Experience working as part of an ELT and contributing to the strategic direction of the organisation</li> <li>• Political awareness</li> <li>• Great relationship development skills</li> <li>• Commercial Acumen</li> <li>• An understanding and knowledge of te ao Māori, tikanga and the principles relating to Te Tiriti o Waitangi.</li> </ul>	