

# MW ROLE MANDATE



Date assessed: August 2024

<b>Position</b>	<b>General Manager, Service Strategy</b>	<b>Reports to</b>	<b>Executive General Manager, Service Futures</b>		<b>Group</b>	<b>2</b>
<b>Division</b>	<b>Service Futures</b>	<b>Span of Control</b>	Direct Reports: 4	Indirect Reports: 70 - 80	<b>Grade</b>	<b>20</b>
<b>Role Purpose</b>				<b>Measures of Success</b>		
<p>The GM, Service Strategy is accountable to the Executive General Manager, Service Futures for ensuring our services are reliable and resilient in the face of change. Leading a large team, to develop current and new service strategies to ensure they are fit for purpose and drive action across the organisation's value chain.</p> <p>This role will lead the development of our service plans to translate strategies into action across all service lines including water, sewer, recycled water, catchment management, flooding and drainage to enable the enterprise to be resilient in the face of climate change and other potential shocks. Provide leadership to integrated planning in partnership with the wider water sector, local councils and government. Employ the creation of agile teams where needed to ensure strategies and service plans work for the business, as well as influence sector change to ensure MW services can be delivered into the future and increase the value generated for our customers, community and the environment.</p>				<p><b>Time focus:</b> <i>(see detail over page)</i></p> <p>15% Influencer      15% Strategist                      30% People          40% Driver</p> <p><i>*please note that these may need adjustment if direct reports are also in Group 2</i></p>		
<b>Key Individual Accountabilities</b>				<b>Qualifications &amp; Experience</b>		
<ul style="list-style-type: none"> <li>Ensures consistency across all elements of strategy development and implementation</li> <li>Implement current strategies and merge them into the new strategic framework</li> <li>Lead enterprise goals related to our services</li> <li>Create strategies and service plans that allow MW to anticipate future challenges</li> <li>Closely align with external affairs to ensure the right sector influence</li> <li>Responsible for developing an integrated 5-50+ year adaptive view of the infrastructure and non-infrastructure needs of the city (built and natural) to deliver our vision. Focus on the system performance rather than the vision/specific asset design</li> <li>Includes Catchment Management, regional catchment strategy (incl. land water biodiversity) responsibilities</li> <li>Development and delivery of strategic goals and associated plans nested within this area and in the context of longer term</li> <li>Provide leadership to ensure the safety and well-being department has the culture and capability to achieve high performance.</li> </ul>				<ul style="list-style-type: none"> <li>Tertiary Qualification in Engineering, Science, Urban Planning or relevant field</li> <li>Deep understanding of strategy development</li> <li>Experience in building effective processes and decision-making frameworks so an organization can respond with agility in the event of disruption</li> <li>Extensive experience managing high performing teams</li> <li>Experience fostering cross-organisation and cross-industry collaboration</li> </ul>		
<b>Key Shared Accountabilities</b>				<b>Leadership Behaviours</b>		
<ul style="list-style-type: none"> <li><b>Our People:</b> <i>Engagement Scores, NNWW, Performance Management, Departmental Workforce and Succession Planning</i></li> <li><b>Financial Sustainability:</b> <i>Departmental Budget and Business plan deliverables</i></li> <li><b>Customer and Community:</b> <i>Departmental NPS score as a service; Departmental Customer Satisfaction and Reputation Scores</i></li> <li><b>Safety Leadership:</b> <i>TRIFR, HPIFR, Claims costs and Safety Scores from C&amp;E survey</i></li> <li><b>Vision and Purpose:</b> <i>Communicates and inspires a shared Departmental vision and strategic direction</i></li> <li><b>Risk:</b> <i>Leads the identification, treatment, monitoring and escalation of risks consistent with the Risk Management framework</i></li> </ul>				<ul style="list-style-type: none"> <li>Senior leadership mind-set and behaviour</li> <li>Caretaker of Culture - Inspire through role modelling of values, mind-sets and habits to bring to life our desired culture</li> <li>Maturity and judgement necessary to contribute at a high level to complex decision making</li> <li>High energy to take action and drive business results</li> </ul>		



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<b>Decision Rights – Owns</b> <i>*please note that these may need adjustment if direct reports are also in Group 2</i>	<b>Decision Rights - Influences</b>	
<ul style="list-style-type: none"> <li>• Execution of Departmental Strategy and business plan deliverables</li> <li>• Department’s operational budget</li> <li>• Approval of financial expenditure (within delegated authority)</li> <li>• Departmental structure within agreed Corporate Plan FTE &amp; budget</li> <li>• Departmental succession planning</li> <li>• Regulator responses and management</li> </ul>	<ul style="list-style-type: none"> <li>• Embedding a Safety culture across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to lead change and communicate with a diverse range of stakeholders</li> <li>• High level communication, relationship management, negotiation and influencing skills</li> <li>• Is an early adopter of company initiatives</li> <li>• Highest standards of professional ethics</li> </ul>

Time Focus			
Influencer	Strategist	People	Driver
<ul style="list-style-type: none"> <li>• Influence change across your teams and organisation to accelerate strategy execution, mind-set change and accountability</li> <li>• Build strategic internal and external relationships i.e. across business and relevant external markets (peers, partners, industry, sector, govt.)</li> <li>• Ensure Board confidence in division</li> <li>• Support Executive General Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Position your business and the enterprise for the future</li> <li>• Use foresight thinking for innovation. Bring business knowledge, continuous improvement and insight to create distinctive value</li> <li>• Have a point of view on strategic business issues and challenges</li> <li>• Take action to maximise opportunities created by the changing business environment (internally and externally), for the business</li> <li>• Act to support the overall strategy – commercial, market, customer and people – while managing the impact on own business unit</li> </ul>	<ul style="list-style-type: none"> <li>• Leading, coaching and inspiring.</li> <li>• Recruiting the right talent to ensure strategy execution</li> <li>• Engaged teams</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on efficient operation of business, ensuring risk, compliance and customer outcomes are delivered</li> <li>• Driving operational effectiveness, process improvement, achieving capital spend targets, and ensure consistent audit outcomes</li> </ul>

