Manager, Metlink Strategy and Investments

Job Description

What’s the job?

The Group’s work is guided by the public transport provisions of the Regional Land Transport Plan and the Regional Public Transport Plan.

Every day we have thousands of people travelling with Metlink (across rail, bus, harbour ferry and Total Mobility) and every one of those journeys matters to us. Our role is to plan, develop, promote and deliver public transport services and supporting infrastructure in the Wellington region. Our goal is to be more than just a public transport service, we want to be a symbol of pride for the Wellington region, an integral part of what makes living in our region great.

The Manager Metlink Strategy and Investments will implement transformational change across the Strategy and Investments team by using your skills and experience to help set the vision, lead the strategy and business planning process to ensure there is a clear roadmap and investment plan to deliver the Regional Public Transport Plan.

You will work closely with the Technology and Data Team to help ensure that they provide critical information to drive public transport strategy development, business planning, and evaluation and course correct if required. You will ensure there is alignment between the Group strategy and funding, including ensuring that there is long-term planning for investment needs to support strategy.

You will oversee the development of clear operational frameworks, and policy for Public Transport by securing and maintaining all necessary and relevant information and data to inform key decision making.

As a people leader you will take an organisational perspective and approach, collaborating internally to achieve the desired culture, making sound business decisions, and taking ownership of leading and managing people. You will promote organisation-wide interests and consider organisational wide impacts when interacting with customers and partners.
What you’ll do

1. **Provide effective leadership and management by:**
   - Leading the development of the Group strategy and business plan, with guidance and input from the Greater Wellington (“GW”) Strategy Group, and through joint planning with Operators and other public transport teams
   - Leading the collaborative process of ensuring that the strategic plan is translated into a Group Business Plan with specific goals for each team to implement
   - Ensuring your team delivers their accountabilities effectively and efficiently by working and collaborating closely with other teams within Metlink (the “Group”) and across GW
   - Ensuring your team are clear about their accountabilities, and are supported to deliver on these through coaching, skill development and performance management
   - Actively and prudently managing Group resources, including people, financial and contracts for service are consistent with organisational policies, procedures, guides and agreed delegations
   - Ensuring all reporting requirements of the Group are completed accurately and on time
   - Taking an all of Group view to managing resources effectively
   - Ensuring management of Group resources, including people, financial and contracts for service are consistent with organisational policies, procedure and agreed delegations
   - Actively and prudently managing financial spend in accordance with financial plans and priorities, contributing to sound and robust financial management for GW

2. **Provide management of policy and strategy by:**
   - Ensuring the Group strategy and plans are informed by data analysis and research, and include all modes (bus, ferry, rail and Total Mobility)
   - Ensuring appropriate Group strategy and policy advice and expertise is provided to staff and stakeholders
   - Leading the development of strategy and policy within a commercial environment (for example ensuring there is a framework to balance community and customer wants with required commercial outcomes)
   - Preparing, leading and driving implementation of the Regional Public Transport Plan
   - Developing and providing Group input into statutory strategies and plans across all aspects of the business, and into the Regional Land Transport Plan (RLTP), ensuring alignment with the Group strategy
   - Providing ongoing strategic management and guidance by working with other teams to help set priorities, focus energy and resources, ensuring that the Group and other stakeholders are working toward common goals, clarifying intended outcomes/results, and assessing and adjusting the Group’s direction in response to a changing environment and in line with the Regional Public Transport Plan
- Ensuring the Asset Management (AM) plan (developed by the Group’s Assets and Infrastructure team), reflects and is aligned with the Regional Public Transport Plan

- Ensuring the KiwiRail access agreement is reflected in relevant, internal and external, strategies and plans

- Ensuring that the Group’s strategy and policies are aligned with the Council’s carbon neutral commitment

- Ensuring GW’s obligations are met in respect of information requests and responses, and that other statutory responsibilities are met

- Managing risks, including being aware of, and acting on as necessary, the commercial context we are operating in

- Working with the Legal and Procurement team to develop a Transport Procurement Strategy covering all NZTA funded activities, reflecting the requirements of the Regional Public Transport Plan, the Group’s investment strategy, the requirements of the NZTA procurement manual and guidelines and aligned to GW’s business wide procurement strategy.

3. **Provide investment management for the Group by:**

   - Ensuring there is alignment between the Group strategy and funding including ensuring that there is long-term planning for investment needs to support strategy

   - Leading change control processes across the Group, to ensure appropriate impact analysis takes place, business cases are produced for changes and risk management and cost benefit analysis is undertaken

   - Leading the development of a framework to ensure the Group delivers robust business cases for funding, benefit realisation monitoring and managing the co-funding relationship with NZTA

   - Leading and driving investment decision making and thinking across the Group, based on well-developed business cases and alignment to Strategy

4. **Provide strategic oversight of data and insights to inform decisions, reporting and evaluation, strategy development and the planning cycle by:**

   - Ensuring there is a data driven strategy for the Group, covering the right data to be collected, and data is managed according to best practice

   - Working closely with the Wellington Analytics Unit (WAU), within the GW Strategy Group

5. **Provide Relationship Management by:**

   - Acting as the representative for the Group, for the provision of input into plans and strategies developed by the GW Strategic and Corporate Planning team, including but not limited to the Annual Plan (AP), Long Term Plan (LTP), and Regional Land Transport Plan (RLTP)

   - Owning the Group relationship with, GW Strategic and Corporate Planning, Regional Transport, Te Hunga Whiriwhiri and Democratic Services
• Engaging directly with Let’s Get Wellington Moving (LGWM) programme team to ensure the Group plan is integrated

• Advocating for the Group and managing relationships and stakeholders to achieve Group goals, in a regional context

6. **Consider sustainable Resource Management by:**

• Promoting sustainable resource management and GW’s role and achievements in this area, including making effective and efficient use of resources available to the Group

• Carrying out such other duties relating to resource management (air, land, water) as may be assigned from time to time

7. **Consider Health & Safety by:**

• Actively engaging in health and safety matters, compliance with relevant GW policies and processes

**What challenges you will tackle**

• Building a strong team to develop strategy which is driven by data, to achieve our vision of a world class, integrated public transport network across the Wellington region

• Ensuring an investment plan is in place, which aligns to strategy

• Leading internal change by working with your team to ensure staff understand why change is being made, what is in it for them, and how to change ways of working

• Increasing the organisational maturity level of the Group by working with managers and your team to implement management processes and practices that will enable more effective and efficient delivery of business goals

• Working with the Commercial Partnerships team to ensure data and insights are consider as a strategic asset, that drives strategy, informs decision making and operational performance assessment, and drives decision making for customer/network decisions by using data to provide insights and research

• Changing a reactive culture to a long term strategic planning and business planning culture that influences organisational strategy, and ensures clear links between strategy and KPIs

• Changing a passive culture to actively managing stakeholders to achieve desired strategic outcomes by putting in place clear framework for engagement with partners/stakeholders

• Ensuring financial disciplines are in place including ensuring business cases for all new programme and services changes and ensuring clear alignment between strategy and funding

• Providing advocacy beyond the GW into the four key elements to Public Transport (PT):
  • Service Delivery
• Congestion (Council)
• Parking policy (Council)
• Land use & infrastructure integration (Council/GW)
• Developing a clear electrification network strategy including depots

Who you’ll work with

These are the key relationships outside of the Group that you will need to develop and maintain

Internal
• Chief Executive
• Councillors
• Customer Contact teams
• Customer Engagement teams
• Democratic Services
• Executive leadership team
• Finance
• GW Programme Management Office
• Health and Safety
• Human Resources
• ICT
• Information services
• Legal and Procurement
• Regional Transport Team
• Strategic and Corporate Planning
• Te Hunga Whiriwhiri
• Travel Choice (Sustainable Transport)
• Wellington Analytics Unit (WAU)

External
• Colleagues in equivalent organisations e.g. Auckland Transport
• Community and business groups
• Customer advocacy and representative groups
• Disabled People's Organisations
• External consultants, advisors and suppliers
• Media
• Members of the public and transport users
• Ministry of Education
• Ministry of Transport
• New Zealand Transport Agency
• Ombudsman
• Other relevant key public sector organisations
• Regulators
• Territorial Local Authorities
• Treasury
• UITP - International Transport Association
• Unions
• Vendors, suppliers and contractors

What you’ll bring

These are the key behaviours, skills and experience you will bring to the role

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Role specific qualifications and experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability - Takes personal ownership of decisions, behaviour, and development, and is responsible for how these actions impact on the wider organisation and customers</td>
<td>• An appropriate tertiary qualification, preferably in public policy, public management, law, economics or political science, or equivalent knowledge, skills and experience</td>
</tr>
<tr>
<td>Customer focus - Is committed to understanding the needs and best interests of both internal and</td>
<td></td>
</tr>
</tbody>
</table>
<pre><code>                                                                        | • Substantial experience in developing, managing and leading design, delivery and                     |
</code></pre>
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Role specific qualifications and experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>external customers, in order to provide them with outstanding service and help them to make informed decisions</td>
<td>governance of regulatory systems, ideally from both a policy and regulatory delivery perspectives</td>
</tr>
</tbody>
</table>

**Relationship building** - Develops and maintains positive working relationships and networks internally and externally that are built on mutual trust and respect

**Collaboration** - Builds positive partnerships and collaborates effectively with others to achieve objectives

**Curiosity and adaptability** - Demonstrates a willingness to engage in a changing environment and is flexible and comfortable working with change

**Motivation and drive** - Is determined to achieve goals and strive for excellence

**Personal proficiency** - Is able to clearly assess own strengths, weaknesses, opportunities, and limits, giving a foundation upon which to grow, develop, and take on new challenges

**Leadership Competencies**

**Navigate for the future** – Thinks about, assesses, and creates the future for themselves and others

**Lead change** - Influences and enthuses others through personal advocacy, vision and drive to build a solid platform for change

**Motivate & develop others** - Is committed to getting the best out of people and motivating them to reach their full potential

**Lead with courage** - Is dedicated to leading the GW team toward their vision and values, and communicating GW’s future direction with clarity and enthusiasm. Has the awareness and courage to front up to difficult situations with sensitivity and integrity

- Significant knowledge of New Zealand’s public transport and the transport sector, funding and investment regime
- Extensive working knowledge of a broad range of processes related to the operations of the public sector and government
- A proven track record of experience in Public sector investment strategies, including budget and accountability requirements and the use of performance information to inform decision-making and influencing stakeholders
- Experience in providing investment monitoring and reporting to a range of stakeholders
- A wide-ranging knowledge of policy monitoring and accountability disciplines and processes, including the latest developments in techniques and practises
- A demonstrated ability to develop and maintain effective relationships with Councillors, Ministers, senior public service officials, internal and external stakeholders.
- Ability to manage independently, taking governance level direction from the GM
- High level of business acumen with ability to analyse and compare financial, economic benefits of investments
- Ability to think strategically and operationalise an effective plan to manage and ensure sound management of a commercial and business programme
- Ability to manage a team through complex change and transformation involving several key stakeholders
- Extensive background in successfully leading and managing people, finances and resources and building high-performing teams
- Ability to work in a pressured environment demonstrating leadership and quick decision making
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Role specific qualifications and experience</th>
</tr>
</thead>
</table>
| • Excellent written and oral communication skills  
• Excellent interpersonal, relationship and influencing skills  
• Ability to apply strong critical thinking and problem-solving |

*Knowledge of tikanga Māori  *A full and current driver licence  *Able to physically carry out the position

What we value

These are your personal qualities, which combined with your skill set, will make you a stand-out performer in the role

• Demonstrating strong and inclusive leadership, taking a unified approach across the Group to ensure the Group as a whole is successful and delivers on its business plan – working together to achieve common outcomes
• Providing thought leadership in area of expertise and accountability
• Leading by example and modelling positive behaviour, fostering a culture of continuous improvement, collaboration and continuous learning
• Taking accountability for addressing problems that are impacting on delivery both within the team and across the Group
• Ensuring the work environment rewards positive behaviour and is free of unacceptable behaviour
• Advocating and Influencing up both internally and externally in your area of expertise and accountability
• Drawing on your experience in public transport to ensure that Metlink is and provides thought leadership

The GW behaviours are:

• **On the same side:** One team working for one common goal
• **No sacred cows:** Always looking for a better way
• **For people by people:** Everyone here is for everyone out there
• **Own it:** Take responsibility and own the outcome
## Dimensions of the role

<table>
<thead>
<tr>
<th>Group</th>
<th>Public Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team</td>
<td>Metlink Strategy and Investments</td>
</tr>
<tr>
<td>Location</td>
<td>Wellington</td>
</tr>
<tr>
<td>Reports to</td>
<td>General Manager Public Transport (Metlink)</td>
</tr>
<tr>
<td>Budget</td>
<td>$TBC</td>
</tr>
</tbody>
</table>
| Delegations | Financial: Tier 3 ($100,000)  
HR: Tier 3 |
| Contract type | Permanent     |
| Last reviewed on | 4 December 2019 |

Roles at GWRC may change over time as the organisation develops, this role will require a proactive and flexible approach to manage tasks that support a rapid and innovative customer centric environment. Therefore, we are committed to maintaining a flexible organisation structure that best enables us to meet changing market and customer needs. Responsibilities for this role may change over time as the job evolves. This job description may be reviewed as part of planning for the annual performance cycle.