Manager, Metlink Commercial Partnerships
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 Commercial Partnerships will lead and manage a team of business development, contract management and technology and systems specialists.

You will provide strategic leadership and commercial leadership through effective relationship management, and the development and maintenance of effective partnership relationships with Operators and suppliers. You will ensure robust best practice management of a complex commercial regime underpinned by significant and sizable contracts. You will achieve financial sustainability through revenue protection and by developing business products for revenue generation, including ticketing, advertising and ancillary products and services.

You will work closely with the Manager Metlink Strategy and Investments to ensure the Data Collection and Analysis team provide critical information to drive public transport strategy development; business planning and evaluation and course correction if required.

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
   • Actively and prudently managing financial spend in accordance with financial plans and priorities, contributing to sound and robust financial management for GW

2. Provide business development by:
   • Developing and providing functional input into business strategies and plans
   • Providing commercial advice and expertise at a strategic level
   • Ensuring a Business Development Strategy is in place to generate revenue
   • Ensuring there is a strategy and plan to grow revenue
   • Ensuring that opportunities for revenue generation are explored, leveraging off ancillary products and services and PT assets (Transit Orientated Development TOD)
   • Ensuring that innovation is introduced within procurement to deliver improved performance from Operations
   • Developing and implementing a clear commercial strategy that aligns with business plans based on partnering for performance with all Operators, Vendors and partners

3. Provide effective contract management by:
   • Working with the Legal and Procurement team to develop a Transport Procurement Strategy covering all NZTA funded activities, reflecting the requirements of the NZTA procurement manual and guidelines and aligned to GW’s business wide procurement strategy
   • Ensuring best practice procurement, contract management, business development, performance monitoring policies and processes are in place
• Ensuring contracts are designed to achieve PTOM objectives
• Acting as the principal negotiator for contracts with Operators, ensuring a true partnership approach is embedded into contracts
• Overseeing the development and management of contracts with Vendors
• Ensuring the required data and analysis is available to monitor and evaluate contractual performance
• Ensuring contract support is provided to the Assets and Infrastructure team and other parts of the Group as required
• Delivering proactive management of contracts ensuring that key performance indicators are met by operators
• Ensuring procurement rules are met

4. **Provide Account Management by:**
   • Undertaking joint annual business planning with Operators, in consultation with the Strategy and Investments team, to enforce the partnership approach
   • Championing the new Principal Account Managers, and their roles in the Group, to ensure successful relationship with key strategic Vendors

5. **Provide technology and system support by:**
   • Ensuring there is an Information Technology Strategy for the Group, including a roadmap for systems collecting, storing, analysing and communicating data (e.g. real time information)
   • Ensuring that technology requirements of all stakeholders are documented, to inform opportunities and to support better decision making in relation to customer enhancements, network design and the operational environment

6. **Provide strategic oversight of the Group’s 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
   • Ensuring data is accurate, available, analysed and utilised by all stakeholders
   • Ensuring availability of all data for performance reporting and open interaction with stakeholders

7. **Provide Relationship Management by:**
   • Undertaking relationship management with all Operators; establishing clear accountability, policies and service standards. Providing detailed programmes of work, mitigating potential risks and leading strategic planning and future development programmes.
• Developing and maintaining effective relationships with asset management contractors and Territorial Authorities along with community consultation to ensure the successful delivery of the work programme

• Effectively managing stakeholder relationships to achieve Group goals

• Owning the Group relationships with the GW Finance, Legal, Assets and Procurement

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

• Promoting sustainable resource management 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

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

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

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What challenges you will tackle

• Leading internal change by working with their 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. This includes introducing better procurement disciplines

• Ensuring data and insights are considered a strategic asset, that drives strategy, informs decision making and operational performance assessment. Ensuring data and insights drive decision making for customer/network decisions

• Actively contributing to better management of NZTA funding source

• Ensuring clear account management responsibility for operations/Operators bus/ferry/rail/Total Mobility in a situation in which accountability is unclear

• Ensuring clear product management including better accounting of revenue source and product development to grow revenue

• Better managing Operator performance through KPI regime and incentives

• Improving management of on-board data systems

• Ensuring integrated consideration of ticketing and revenue risk

• Providing advice to the Group on customer and commercial issues

• Provision of effective centralised Vendor management

• Developing a partnering approach to network management including ensuring transparency of service delivery cost
• Developing TOD (Transit Orientated Development) opportunities to leverage land and assets to generate revenue
• Increasing revenue from specific Metlink products
• Ensuring appropriate commercial outcomes

**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
- Executive leadership team
- Finance
- GW Programme Management Office
- Greater Wellington Rail Limited (GWRL)
- Health and Safety
- Human Resources
- ICT
- Legal and Procurement
- Regional Transport Team
- Strategic and Corporate Planning
- 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
- Ministry of Education
- Ministry of Transport
- Network Access Providers
- New Zealand Transport Agency
- Other relevant key public sector organisations
- Regulators
- Territorial Local Authorities
- Transport operators and service providers
- UITP - International Transport Association
- 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><strong>Accountability</strong> - 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 Computer Science or Information technology, or equivalent knowledge, skills and experience</td>
</tr>
<tr>
<td><strong>Customer focus</strong> - Is committed to understanding the needs and best interests of both internal and external customers, in order to provide them with outstanding service and help them to make informed decisions</td>
<td>• Relevant project management qualification would be advantageous</td>
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<tr>
<td></td>
<td>• An appropriate tertiary qualification, preferably in finance, commerce,</td>
</tr>
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<td>Competencies</td>
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<tr>
<td>------------------------------------</td>
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</tbody>
</table>
| **Relationship building** - Develops and maintains positive working relationships and networks internally and externally that are built on mutual trust and respect | management or a related discipline, or equivalent knowledge, skills and experience  
• MBA or other advanced degree preferred but not essential  
• Senior management experience in a complex commercial environment or the public sector  
• Expertise working on large complex commercial deals  
• Successfully procured, negotiated, managed and sustained substantial commercial contracts and relationships  
• Extensive background in successfully leading and bringing together a cohesive team to ensure Group plans are delivered  
• Being highly organised and having the ability to manage multiple projects efficiently, to prioritise competing commitments and proactively manage customer expectations  
• A strong commitment to providing a high level of customer service – on time and within financial or other constraints  
• 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  
• Excellent written and oral communication skills |
| **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 |                                                                                                                                                                                                                                                                                                                                                                             |
### Competencies

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<tbody>
<tr>
<td></td>
<td>• Excellent interpersonal, relationship and influencing skills</td>
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<td></td>
<td>• Applying strong critical thinking and problem-solving</td>
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*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 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>
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<tbody>
<tr>
<td>Team</td>
<td>Metlink Commercial Partnerships</td>
</tr>
<tr>
<td>Location</td>
<td>Wellington</td>
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<tr>
<td>Reports to</td>
<td>General Manager Public Transport (Metlink)</td>
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<tr>
<td>Budget</td>
<td>$TBC</td>
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<tr>
<td>Delegations</td>
<td>Financial: Tier 3 ($100,000)</td>
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<td></td>
<td>HR: Tier 3</td>
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<tr>
<td>Contract type</td>
<td>Permanent</td>
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<tr>
<td>Last reviewed on</td>
<td>4 December 2019</td>
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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.