



## Position description

<b>Position title</b>	<i>Group Manager Operational Planning and Performance</i>
<b>Group / Branch</b>	<i>Service Delivery / Operational Planning and Performance</i>
<b>Reports to</b>	<i>General Manager Service Delivery</i>
<b>Competency level</b>	<i>Group Manager</i>

## Job Purpose

The purpose of this role is to lead the future planning, performance and operational improvement activities within service delivery. Focusing on the outcomes across three asset groups, which is aligned to South East Water's strategy and plans associated with asset infrastructure worth over \$4 billion. The role will work to enhance the efficient running of the Service Delivery functions, supporting the development of a continual improvement culture, enhancing resource planning, identifying and developing targeted initiatives driven through feedback, analytics and observation as well as building effective forward planning and a strong resilience & security posture into the future; considering people capacity and capability, process development and technology needs.

## Key Accountabilities

- **Forward Planning:** Build, maintain and organise a long term forward plan for Service Delivery, identifying key regulatory changes, predicting customer and community expectations and aligning to SEWs longer term strategies to consider people, processes, technology and financial needs. This work will serve the operational plans for Service Delivery and inform price submission requirements. (The Roadmap)
- **Resource Management:** Lead the development of the workload forecasts and understand the high-level programs such that seasonal trends are understood, planned for and resources maintained. In the short to medium term work with operational and Maintenance functions to ensure that seasonal demands can be met and that the development of budgets are considering these forecasts. This will include strategic 'right sourcing' decisions into the future. (The Orderbook)
- **Continuous Improvement:** Responsible for implementing a continuous improvement framework across the division, establishing clear metrics, maintaining a process of problem solving, root cause analysis and performance improvement. The role will ensure that the Division has access to the data required to be effective and make great decisions. The objective is to drive a Safer, Better and Efficient division. (Improvement Framework)
- **Standards and Practices:** Responsible for ensuring the effective documentation of standards and practices. Overseeing the program of procedural uplift, effectiveness



and enhancement to ensure what we do and how we do it is well documented. This role will lead the central management of the training budget for the group.

- **Asset Integration:** This group will act as the conduit for the coordination of works between Liveable Water Solutions (LWS) and Service Delivery (SD), ensuring that future assets are designed and built to aid and support the maintainability and operability of the function. The group will draw on expertise in the LoB to ensure lasting standards are established and documented.
- **Stakeholder Liaison:** Responsible for establishing, developing and maintaining South East Water's relationships and reputation with Melbourne Water, Essential Service Commission, Environmental Protection Agency and Department of Health at an operational level. Act as an Operations Representative for the Bulk Water Supply Agreement, Bulk Sewerage Agreement and Bulk Recycled Water Agreement with Melbourne Water. Responsible for the liaison with Council in the area in relation to operational issues and fire services as well and debt recovery.
- **Influence:** This role will influence other business units and executives to build on recommendations, change plans and outcome expectations to support SDs people, process and technology agenda. This will require creation of reports, artifacts, presentations to senior, executive and board members.
- **Security, Resilience and Emergency Management:** The group is responsible for the physical security posture of the wider SEW business, will set physical security standards, manage security facilities and contracts, progress SOCI uplift program, ensuring a compliant focus on physical security, maintaining relationships with lead agencies (VicPol, ASIO etc)
- The group will identify, develop and maintain the overall program of resilience plans and contingency plans that aid the Divisions emergency planning and response. Lead the development and maintenance of incident response plans and rosters to ensure South East Water maintains a high incident response capability and on occasions acting as Incident Agency Commander (Incident Controller) on appointed major incidents. Assist the Group Managers for Water, Treatment and Sewerage to effectively implement the emergency readiness and response frameworks. The group will maintain situational awareness, forecasting events and support adequate preparation. The role will support the Risk team to plan and execute the annual attestation exercise.
- The group is responsible for maintaining a safe, functional, healthy and compliant building and facilities for the wider SEW business.

## Knowledge, Skills & Experience

- Qualification in business improvement, business management, engineering or technology disciplines
- Proven history in developing plans and programs to enhance business outcomes using data, analytics and a structured methodical approach to needs identification and program management
- Excellent report and presentation skills to executives and board level
- Ability to examine problems from multiple perspectives and directions to obtain a best for business approach.
- Significant experience in continuous improvement, analytics and enhancing operational outcomes with a 'customer first' mindset.
- Demonstrated history in leading, developing and supporting a large, multidisciplinary, high performing team. A proven people leader able to demonstrate success in driving high employee engagement.



- Proven ability to use business and technical expertise to drive strategy, planning and key business decision and influencing key stakeholders.
- Ability to manage and deliver within a complex and highly collaborative environment.
- Exceptional written and verbal skills, with the confidence to present to and communicate with executives and board members
- Proven ability to be visionary, conceptual, and creative coupled with a strong delivery and results focused approach.
- Knowledge of facilities, security and emergency management is an advantage

## Dimensions

### Organisational Chart



### Number of people managed:

To be financed but expected to have 4-5 direct reports and 15-25 employees plus 2-10 contractors / consultants as required from time to time.

### Size of budget managed:

\$5-15m OPEX.

\$2-6m CAPEX.

### Value of Assets managed:

\$4 Billion



## Ensuring a sustainable, resilient organisation:

Authorities outlined in [Instrument of Delegations](#) yes - Responsible Officer

Compliance management responsibilities outlined in the [compliance and obligations register](#) yes  
- operational responsibilities

As part of a team of emergency response personnel central to this role are responsibilities for 24/7 safe operation to provide support and minimise disruption of services to customers and as well as ensuring that public health and the environment are not put at risk. This includes participation in a rostered after-hours duty team, emergency response, and incident support as required.

The role incumbent will be required to take up a responsible position within the SEW AIIMS based emergency management framework (eg Incident Controller or Emergency Coordinator) including being rostered to be available from time to time for emergency response.

KPIs / Directly Responsible	KPIs Share Responsibility
<ul style="list-style-type: none"> <li>• Team safety</li> <li>• Team compliance requirements</li> <li>• No direct ESC or Business Operational KPIs</li> <li>• Team budget</li> <li>• Training Budget</li> <li>• Team engagement</li> <li>• Physical security measures, eg cost of loss, break in numbers, security audit outcomes, Security compliance</li> <li>• Building utilisation, building code compliance, Safety wrt buildings and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• All Water and Sewerage KPIs</li> <li>• All Treatment regulatory KPIs</li> <li>• SD Budget</li> <li>• KPIs aligned to resilience and emergency preparedness (TBC)</li> <li>• Procedure currency %</li> <li>• Contingency plan currency %</li> </ul>