



## **Appendix B      Description of Business Functions**

## Business services

This function incorporates Finance, ICT, Strategy and Corporate Planning, Regulation and Pricing, Audit, Legal, Governance and Risk and Business Process.

This function provides strategic management and guidance to the CCO by

- setting priorities and allocating funding and resources
- strengthening operational focus on key targets
- aligning staff and other stakeholders to common goals
- clarifying intended outcomes/results
- assessing and adjusting the CCO's direction in response to a changing environment and in line with the three waters plan.

The corporate services function acts as the front end of the operating model and accordingly includes the critical function of long-term planning for investment needs. It uses best practice frameworks and processes to produce fundamental decisions and actions that shape and guide what the CCO does and why it does it, with a focus on the future, driven by accurate data. An effective CCO strategy function articulates not only where the CCO is going and the actions needed to make progress, but also how it will measure and know if it is successful.

The team will focus on the development of robust business cases to recommend allocation of funding and resources, benefit realisation monitoring and managing growth of the network. Data collection and analysis capability will provide critical information to drive CCO strategy development; business planning and evaluation and course correction if required. There is a critical connection from this data capability to all other parts of the business, as the business becomes data driven in order to best respond to communities' needs and expectations as well as to new water regulation requirements.

### What does the function do?

- Leads the process for developing CCO strategies and business plans. This function has the ultimate responsibility for ensuring CCO strategy and business planning activities take place, however all other teams have accountabilities to contribute to this activity so this team needs appropriate collaborative planning and strategy development processes in place to ensure all can contribute.
- Leads the process for the CCO providing input into Council strategies and plans such as the Regional Water Plan, Long Term Plan and Annual Plans
- Ensures alignment between strategy, planning and funding
- Reviews legislation for implications and future planning and lead a process to develop a stakeholder relationship management strategy to increase avenues to contribute to the government policy development
- Manages relationships with key strategic stakeholders
- Works with the Māori Responsiveness and Engagement team to assist the co-governance group to develop and set cultural performance indicators (CPIs) that will flow through to KPIs for staff
- Works with the Māori Responsiveness and Engagement team to develop a reporting mechanism to provide updates to the co-governance group on the tracking of CPIs
- Defines operational and business policy and rules to provide frameworks for the business to operate (for example a framework to balance community and community wants with required commercial outcomes)

- Manages information sharing and requests and ensures obligations are met
- Develops business cases for all service changes and capital investments
- Ensures all CCO data requirements are identified, accurate, available, analysed and utilised by all stakeholders to inform decisions and action plans
- Ensures technology and systems are in place to collect data and support operations and delivery services
- Ensures data analysis takes place to inform reporting and evaluation and to inform the strategy development and planning cycle
- Ensures transparency of all data, subsequent performance reporting and enables open interaction with stakeholders
- Leads the management of internal and external legal and other professional commercial advisory relationships
- Provides strategic commercial advice and assurance to strategic decision-makers and for policy formulation and delivery
- Develops and implements a strategy for enhancing commercial capability across the CCO, ensuring community interests are balanced against commercial objectives

### Areas for focus

- Works with the Māori Responsiveness and Engagement team to ensure the elements of the Māori Responsiveness plan are embedded in the organisation
- Working with Council Strategy and Planning teams to provide and obtain data to shape CCO strategy and regional three waters infrastructure and network planning including ensuring adequate funding at affordable prices
- A long term CCO strategy to guide business planning internally and with service providers including defining benefits to be delivered
- Leads a collaborative business planning process to drive prioritisation, set goals and KPIs and to ensure activities in each team are aligned towards the delivery of agreed outcomes
- A clear framework for engagement with business partners and other stakeholders
- Enforces clear business rules to follow for change control including RACI for change decision processes and documentation (Benefit analysis, Impact assessment, prioritisation against business plans and strategy, business cases etc.)
- Alignment between strategy development and funding
- Collaboration and consultation across the CCO's teams to problem solve and ensure delivery of CCO goals
- Leads the data collection and analysis function to define strategic data collection requirements and analysis capability to ensure strategy, planning and management is driven by data analysis
- Data collection and analysis is a critical resource for regional planning, business planning with and management of service provider contract performance, network and system performance, to enable managers to measure service provider performance against KPIs, as well as for network planners to design infrastructure effectively and develop an appropriate pricing structure for services
- ICT vendor management across all the support vendors for three waters data and information systems, including for community billing information

### People and safety

The function is responsible for ensuring ethical and culturally aware people practices, values and behaviours to

ensure a positive employee experience with a focus on capability development at all levels, safety and wellbeing, talent acquisition and succession planning.

Responsiveness to Māori is defined in terms of principles, conduct and action, with effective measures, that reach the structures, systems, management, staff and culture of the organisation in such a way that it accounts for the needs and aspirations of Māori in all activities and in particular its core business.

The People and Safety function works with the Māori Responsiveness and Engagement team who have the expertise to provide strategic focus and then an enabling role to accelerate responsiveness growth across all functions of the organisation.

### What does the function do?

- Ensures alignment of organisational vision, purpose and values that drive a high-performance culture
- Promotes and champions development of Māori capacity and organisational cultural capability
- Develops a leadership capability and development framework to build skill and capability
- Delivers a unique value proposition to attract and retain talent to the organisation
- Develops a remuneration and benefit framework that supports recognition of skill and performance
- Ensures individual objectives are aligned to business goals and outcomes with a focus on personal and organisational growth
- Provides learning and development opportunities to grow skill and expertise
- Promotes the importance of health, safety and wellbeing in the workplace
- Develops and embeds policies and procedures that are aligned with vision and values of the organisation
- Designs succession planning models that support talent development from within
- Provides employment relations support across the organisation
- Works with the Māori Responsiveness and Engagement team on acquisition (recruiting talent) and growth (capability and competency). Each has bearing on the ability and speed of the organisation to achieve its 'responsiveness' objectives.

### Areas for focus

- Develop people strategy aligned with organisation objectives
- Assist with embedding Māori Responsiveness Plan and partnership with Māori
- A clear framework for engaging and communicating with employees
- Establish individual role objectives, KPIs and performance measures
- Identify learning and development needs
- Develop health, safety and wellbeing framework
- Promote CCO as a preferred employer to attract new talent
- People related demographic reporting

## Corporate and community relations

This function is accountable for liaising with government and council owners (public affairs), community engagement and communications, education and strategic relationships, internal communications incorporating marketing and design (brand) and sustainability (services, community and environment).

### What does the function do?

- Develops a design and planning stakeholder and relationship management plan (to ensure effective relationships with managers and key staff within the CCO, Māori, community engagement groups, service providers, central government agencies and councils)
- Develops a communication plan to address both internal and customer facing information requirements and other audiences such as councillors
- Works with the community to design customer experience, ensuring the customer experience is represented in decision making about service delivery, network design and services and other key products and services
- Engages the community through education and strategic relationships
- Promotes sustainability of services and sustainability in the community through efficient use of water and care for the environment

### Areas for focus

- Support the empowerment of all areas of the CCO to own the customer experience and build understanding on this discipline and its benefits
- Build and maintain the trust of customers through regular, useful communication and interaction

## Network development

This function includes the disciplines of integrated portfolio planning, network strategy, investments, integrated water and land management, water quality, liveability and resilience.

This function is accountable for the design of the network and services to be delivered, in consultation with service providers, ensuring a robust business case is made for change, and design is aligned to strategy and data analysis, including water quality and customer data. This function ensures that the services are safe, high quality and are suited to the needs of the customers and are delivered in line with any commercial agreements. They examine all activities, infrastructure, communication, people and material components involved in services to improve both quality of service and interactions between the provider of the service, the CCO and its customers. It ensures that design changes can be executed effectively and efficiently within commercial constraints, across the three waters infrastructure.

### What does the function do?

- Ensures an integrated design and planning approach across the three waters and associated land
- Leads the planning and design of an integrated, effective and efficient three waters system and network to meet the water outcomes specified in regional plans
- Ensures a planning and design process framework is in place that includes modelling to identify impacts of change
- Identifies data requirements and ensures collection, monitoring and analysis of data trends in three waters service performance, quality and coverage at a network and service level informs design and planning

- Monitors and carries out rolling reviews of service levels and quality
- Ensures that the needs of the public and stakeholders are met while balancing cost and resource efficiency to maximise value for money
- Develops robust business cases for changes to three water network and services which clearly set out the rationale for making such changes and the justification for any changes in funding required
- Leads the service planning input to public and stakeholder consultation on new and varied services and works closely with the corporate and community relations team to ensure that the consultation and engagement process is well-informed and results in the best possible customer, community and operational service outcomes
- Provides input into high level strategy development and policy guidance and support for three waters services
- Works collaboratively with service providers to evaluate the impact and possibility of service changes
- Works closely with network delivery staff to quickly resolve customer pain-points and identify things to build on things that are working well
- Identifies any infrastructure changes that will be required as a result of network changes and liaise with the assets and infrastructure staff regarding these
- Implements policies contained in the Regional Water Plan
- Develops service specifications for inclusion in service provider contracts
- Works with the network delivery staff to help ensure service changes are implemented successfully

### Areas for focus

- Strong alignment between the three waters network, customer experience and needs in network design, and ability to deliver through commercial partnerships and the overall CCO strategy
- Clear process framework for planning and design to ensure both growth and proposed changes are driven by robust analysis of data and impact analysis (to manage delivery risks)
- Clear, efficient and agreed processes in place to for interactions and consultation with service providers
- Collaboration and consultation across the CCO to problem solve and ensure better delivery of three waters goals
- Have clear rules (RACI) in place regarding how and who makes network growth and service change decisions
- Develop a strategy/relationship management model for interactions with service providers

### Network delivery

This function combines three distinct disciplines:

- Assets and infrastructure
- Operations
- Commercial delivery

## Assets and infrastructure

Accountable for building, managing and maintaining assets and infrastructure to support an integrated network for the three waters. Its tasks include planning, design, project management, infrastructure and major projects, strategic asset management and asset performance. The objective of the function is to provide the best value level of service for the budget available. It includes the management of the entire life cycle, including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing and decommissioning/disposal of physical infrastructure and assets. They also ensure that assets and infrastructure are built and maintained to CCO strategy, design, regulatory and contractual requirements to ensure an integrated three waters network that is accessible and meets customer and stakeholder needs and strategic goals.

### What does this discipline do?

- Ensures vendors working on asset delivery, management and maintenance meet their contractual KPIs through a robust monitoring regime
- Works closely with the commercial delivery team to procure and manage contracts
- Project manages contracts to build and maintain assets and infrastructure
- Manages resource consenting and related consenting processes
- Ensures pipes (and other assets) meet regulatory standards statutory, health and safety and environmental requirements
- Works with service providers to resolve pipe blockage issues
- Identifies risks associated with pipes (and other assets) ensuring that they are appropriately managed and monitored
- Provides insights and support on network related improvements
- Advocates for regulatory changes that would improve three water services
- Works with Network Strategy and Investments to provide input into asset related strategies and policies

### Areas for focus

- Delivery of capital investment infrastructure programme
- Coordinated network strategy
- Align infrastructure with growth
- Efficiencies in asset management practices
- Visibility of infrastructure benefits
- Connection between strategy (where, when, why) and this team (how to deliver)
- Clear accountability for asset performance
- Clear network delivery strategy

## Operations

Accountable for delivering service to customers. Their remit is operational planning and improvement, water treatment, service delivery management, customer service, business continuity (resilience) and disaster recovery. They do this by maintaining close and effective working relationships with service providers to ensure that the operation of three waters conforms to contracted services and performance levels. They focus on customers and working with service providers on improving services and their delivery.

## What does this discipline do?

- Ensures integrated service delivery
- Responsible for customer service team
- Actively manages connections between service providers to support integrated seamless service delivery across three waters
- Provides operational planning, business continuity plans (resilience) and disruption and disaster recovery management
- Owns the day-to-day contractual relationship with service providers, ensuring delivery and performance management
- Activates the disruption management plan when necessary, ensuring the communications internally and externally (customer contact teams, customer engagement teams and service providers) are prompt and effective
- Ensures there is a focus on safety and quality for staff and customers
- Accountable for supporting the account management approach by ensuring contractual issues are escalated to the relevant commercial delivery manager

## Areas for focus

- 24/7 network management
- 24/7 customer service

## Commercial delivery

Responsible for procuring and managing contracts with service providers to deliver three waters services to customers. In their commercial partnership role, they develop strong relationships within the CCO and with service providers to ensure everyone is working toward the same commercial targets and goals. They provide strategic commercial advice and assurance to support strategic decision-making and to feed into policy formulation and delivery.

## What does this discipline do?

- Owns and manages the account management function with key business partners ensuring key issues and communication requirements are channelled through this function, supporting the operations teams to focus on day to day delivery and support
- Accountable for procurement: ensure best practice procurement standards and strategies are adhered too
- Accountable for contract negotiations and contract management and the development and implement of the KPIs and incentive regime to manage service provider performance
- Ensures monitoring and reporting on contract performance is undertaken
- Leads joint annual business planning with service providers, in consultation with strategy, investments and operations
- Works closely with the asset and infrastructure and operations teams
- Ensures successful partnership relationships with key vendors
- Ensures delivery technology requirements are understood in liaison with ICT



## Areas for focus

- Clear account management responsibility for service providers
- Ensure all aspects of the contracts are managed including all KPIs are met/delivered
- Drive procurement discipline, including more innovative means of delivering outcomes over the long-term in a manner that is cognisant of whole of life costs
- Improve service provider performance through KPI regime and incentives

## Māori Responsiveness and Engagement

This function provides operational support to the CCO by incorporating Mātauranga Māori *Māori knowledge*, Māori partnerships, Cultural performance and Māori capability and cultural safety aspects into the delivery of the other functions.

### What does the function do?

- Accountable for Māori partnerships
- Leads the implementation of the Māori responsiveness framework plan into the business
- Works with the Business services team to assist the co-governance group to develop and set cultural performance indicators (CPIs) that will flow through to KPIs for staff.
- Works with the Business Services team to develop a reporting mechanism to provide updates to the co-governance group on the tracking of CPIs
- Leads the monitoring of CPIs and advises the Business Services team of improvements to be made in the business
- Develops and implements a Māori engagement strategy for enhancing relationships with mana whenua, ensuring their interests are balanced against commercial objectives
- Works with the People and Safety team to advise on cultural capability training needs across the business
- Works with the People and Safety team to advise on cultural safety needs across the business
- Works with the Network Development and network delivery teams to incorporate Te Aranga design principles in the design of new infrastructure

## Areas for focus

- Ensure the elements of the Māori responsiveness plan are embedded in the organisation including the development and roll out of CPIs, KPIs and Māori engagement and the measurement of success for the cultural excellence reporting mechanism.