



POSITION DESCRIPTION



General Manager Delivery

Reports to:	Chief Executive		
Group:	Delivery	Financial Authority:	As per DFA
Direct / Indirect Reports:	2 / 120+	Revision (m/y):	7/2026

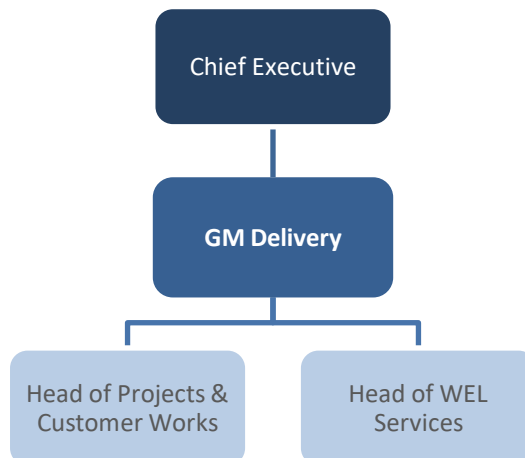
Purpose of the Role

The purpose of the General Manager Delivery is to build and lead a delivery system that executes WEL's capital works, maintenance programmes, first response, customer connections, and programmes safely, predictably, and efficiently while positioning the business to respond to increasing complexity, scale, and change.

This role owns delivery system performance and the accountability for WEL's internal and external delivery ecosystem, ensuring capability, capacity, contracts, and ways of working are aligned to deliver customer and investment commitments with confidence.

The role translates strategy and investment intent into predictable execution outcomes through strong operational leadership, effective partner management, disciplined programme and project delivery, and clear accountability across WEL Services, customer works, contract performance, and major projects.

The position is a member of the Executive Management Team, contributing to strategic planning, decision making and the preparation of proposals to the Board.





POSITION DESCRIPTION



Key Accountabilities (outcomes)

- Delivery system performance is clearly owned and governed so capital works, maintenance, first response, customer connections, and programmes are executed safely, predictably, and efficiently to agreed standards.
- Owns the annual works plan forward delivery readiness, including work allocation across internal teams and delivery partners, so approved programmes are executable, prioritised, and resourced with confidence.
- Optimise delivery capacity, utilisation, and workflow across WEL Services and external partners, balancing internal capability, outsourced delivery, and future workload to improve productivity, responsiveness, and cost performance.
- Delivery governance, partner stewardship, and commercial contract management are fit for purpose, with strong contract negotiation, performance disciplines, and operational controls that enable confident execution of routine and complex work across internal teams and external providers.
- WEL Services, customer works, and project delivery are integrated into one coherent delivery system with clear accountability, effective escalation, and strong execution discipline.
- Strengthen field capability and trade competency by ensuring delivery workforce readiness, aligned training, and practical standards that support safe, high-quality, and scalable execution.
- Own customer works intake, quoting responsiveness, and end-to-end workflow performance so customers experience timely, transparent, and reliable delivery from application through to completion.
- Provide executive oversight of strategic and high-profile delivery commitments, ensuring material projects, customer work scopes, and sensitive programmes are governed to protect delivery outcomes, stakeholder confidence, and WEL's reputation.
- Financial, safety, customer, and execution risks within the delivery portfolio are actively managed, with timely performance insight and intervention to protect business outcomes.
- Build strategic partnerships with delivery providers, customers, iwi, and industry stakeholders that improve execution certainty, strengthen WEL's delivery reputation, and support future service and revenue opportunities.
- Leadership capability, accountability, and performance culture are strengthened across Delivery so the function can deliver consistently through others and sustain improvement over time.



POSITION DESCRIPTION



Decision Authority & Scope

Financial Authority	As per Delegated Financial Authority
Decision Scope	Owns: • Delivery system performance across capital works, first response, WEL Services, customer works, contract performance, and programme/project delivery. • Operational leadership of the Delivery group, including stewardship of internal capability, delivery partners, contract settings, and execution readiness. • Delivery governance, partner performance expectations, commercial pressure, escalation pathways, and management disciplines required to execute work safely, efficiently, and at scale, while maintaining high standards and value from WEL Services and other providers. Influences: • Enterprise investment priorities, work packaging, customer commitments, digital workflow enablement, and cross-functional process design that affect delivery certainty and productivity. • Commercial, asset, engineering, and future energy decisions where execution feasibility, delivery capacity, or partner capability must be considered. Recommends: • Material changes to delivery strategy, operating model settings, partner models, capability investment, or programme priorities where executive or Board endorsement is required. • Escalation of significant delivery, customer, safety, commercial, or execution risks that cannot be resolved within existing delegations or management controls.

Capabilities That Matter Most

The role requires an experienced executive leader who can connect strategic intent, delivery capability, commercial discipline, partner performance and customer outcomes to ensure WEL's work programmes are delivered safely, predictably and efficiently. Success depends on strong operational judgement, credible leadership through others, commercial and stakeholder influence, and a practical focus on continuous improvement.



POSITION DESCRIPTION



- Delivery system leadership – able to lead large-scale delivery functions that combine internal operational capability, partner ecosystems and customer-facing execution.
- Execution certainty and performance management – creates disciplined delivery environments with clear standards, controls, metrics and accountability for time, cost, quality, safety and customer outcomes.
- Critical thinking and strategic judgement – able to assess complex issues, weigh trade-offs and apply sound judgement to shape decisions, resolve ambiguity and guide others through competing priorities.
- Influencing and stakeholder engagement – able to influence senior stakeholders, executives and directors through clear reasoning, credible advice and well-structured recommendations.
- Commercial and partner stewardship – brings robust commercial contracting experience, including negotiating strong project and service delivery contracts, actively managing performance and maintaining appropriate commercial pressure.
- Programme and project governance – ensures delivery approaches, controls and governance are fit for purpose across both routine and complex work.
- Leadership through others – provides clarity, challenge, support and alignment through senior leaders across multiple operational and specialist teams.
- Customer and stakeholder management – manages delivery interfaces with customers, major stakeholders, iwi and internal partners in a way that builds trust and confidence.
- Change and continuous improvement leadership – leads structural, process and capability change that simplifies delivery, reduces duplication and improves scalability.
- Digital and workflow literacy – leverages systems, data and workflow tools to improve execution planning, visibility and decision-making.

Essential Qualifications & Experience

- Tertiary qualification in Engineering, Project Management, Business, Operations, Infrastructure or a related discipline; or demonstrated equivalent executive-level experience leading complex delivery, operations or partner ecosystems in an infrastructure or service environment.
- Postgraduate qualification in Business Administration, Engineering Management, Project Management or a related field.
- Senior leadership experience in delivery, operations, programme execution or partner-led service environments.
- Experience leading through senior managers across multiple operational or specialist teams with accountability for performance, safety, customer outcomes and commercial results.



POSITION DESCRIPTION



- Experience in project, programme or portfolio delivery, including governance of major or complex work.
- Experience managing contractors, delivery partners or outsourced service models, including negotiating and governing project and service delivery contracts, driving performance and maintaining commercial tension to deliver value and high standards.
- Experience leading organisational change, process redesign and capability uplift in environments requiring operational resilience and disciplined execution.

Desirable Qualifications & Experience

- Professional accreditation relevant to project delivery, engineering, commercial management or executive leadership.
- Experience in the New Zealand electricity distribution sector or another regulated utility environment.
- Experience working across customer works, field delivery, network operations support or major infrastructure programmes.
- Understanding of operational response, outage restoration and field delivery disciplines.
- Experience managing high-impact customer portfolios, large projects or multi-party delivery environments.

Continuous Improvement & Asset Management Contribution

- Lead and drive continuous improvement across the delivery system so that planning, scheduling, scoping, project delivery, contract management, and field execution become more standardised, scalable, and efficient.
- Ensure lessons from delivery performance, incidents, customer feedback, assurance findings, and partner performance are translated into stronger controls, clearer accountabilities, and improved ways of working.
- Support effective asset management by ensuring delivery outcomes, field insight, and execution performance inform future planning, investment decisions, and operational improvements.
- Promote consistent use of systems, data, and workflow disciplines to reduce manual workarounds, improve hand-offs, and strengthen decision-making across the delivery value chain.
- Contribute to a culture of operational discipline, customer focus, and performance ownership that strengthens WEL's ability to deliver through change and growth.



POSITION DESCRIPTION



Leadership Expectations

This role has leadership responsibilities and is expected to create clarity, support capability growth and maintain a high-performing, safety-focused environment.

- Provide clear direction, operational oversight and consistent expectations for the team.
- Build team capability through coaching, training coordination, knowledge sharing and support for ongoing development.
- Lead effectively through operational pressure, change and ambiguity while maintaining a calm, safe and service-focused environment.
- Support accountability, teamwork and continuous improvement across the team and wider group.

Ways of Working

These expectations apply to all roles and should be demonstrated through day-to-day behaviour, decision-making and interactions across the business and with external stakeholders.

- Acts consistently with WEL's values and contributes positively to organisational performance and development.
- Champions health, safety and wellbeing, and models safe behaviours in all aspects of the role.
- Maintains a strong customer and service focus, supporting reliable delivery and positive stakeholder outcomes.
- Builds effective relationships across the business, with contractors, utilities, authorities and other stakeholders to support coordinated operational delivery.

Role Evolution

This role may evolve as strategy, structure and priorities change.