

	WHATEVER IT TAKES TRUST	Manual:	Human Resources
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	CHIEF COMMERCIAL OFFICER <u>POSITION DESCRIPTION</u>	Date Issued:	December 2025
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		Pages:	3

Position Description

Position Title:	Chief Commercial Officer (CCO)	Location:	Ahuriri
Direct Report	Chief Executive Officer	Leadership Group:	Executive Leadership
Reports to you: Finance, Administration, Legal, Property & Assets, Information Technology			
Service Team: Executive Leadership Team			
Our Mission:	Walking with Whānau to Wellness		
Our Purpose:	Supporting whānau navigating mental health and addiction. We empower whānau resilience to live independently within their community.		
Our Values:	Whānaungatanga, Aroha, Courage, Rangatiratanga, Manaakitanga		

Key Relationships
Internal Service Teams: CEO, ELT (COO, CPCO, EA), Finance and Commercial team, line leaders, Board/Audit & Risk Committee
External Stakeholders: External Auditors, Charities Services, IRD, Banking partners, Funders/grant providers, key suppliers, Legal counsel, Property developers and project managers, Lenders
Financial Delegation: Yes – Executive Leadership Level
Recruitment: Yes – Executive Leadership Level
Delegations – Financial authority per delegation process including Opex/Capex approvals, contract signing, pricing/discount approvals, write-offs, treasury transactions, banking mandates and investment authority. Delegation within prescribed limits or subject to CEO and/or Board thresholds.

Overall Purpose of Position
Provide executive leadership of finance and commercial strategy to ensure financial sustainability, compliance, and impact. Oversee financial governance, statutory reporting, cashflow and financial forecasting, financial planning and analysis, pricing and contracting, funding and property investment strategy, systems and data, and organisational financial performance reporting. Act as a trusted advisor to the CEO and Board, driving commercial discipline, data-driven decision-making, and operational efficiency to support organisational growth and resilience.

TASK	DUTIES & RESPONSIBILITIES
Executive Leadership	<ul style="list-style-type: none"> -Provide strategic oversight of Finance, Administration, Legal, Property & Assets, and IT portfolios, ensuring alignment with organisational values and strategic objectives -Set vision, capability frameworks, and operating standards across all commercial functions -Build strong business partnering relationships with service leaders and the ELT to enhance commercial discipline and decision-making

Financial Governance and Compliance	<ul style="list-style-type: none"> -Govern WIT's financial control environment, including delegations, procurement, tax compliance and statutory reporting -Ensure audit readiness and maintain compliance with Charities Services, IRD, and other regulatory bodies -Oversee treasury management, banking and funding relationships, and capital controls to safeguard organisational liquidity and financial integrity
Financial Reporting and Insight	<ul style="list-style-type: none"> -Ensure accurate, timely, and transparent financial reporting including cashflow and financial forecasts to the CEO, Board, and Audit & Risk Committee -Produce consistent income and expense variance analysis -Deliver actionable insights through management accounts, service-line profitability analysis, and trend reporting to inform strategic decisions -Preparation of board papers relating to finance and property transactions, including board resolutions and associated transaction authorisations
Financial Planning and Analysis	<ul style="list-style-type: none"> -Lead budgeting, forecasting, and scenario planning to support strategic decision-making -Provide strategic advice to the CEO and Board, ensuring decisions are informed by robust analysis and risk assessment
Commercial Strategy	<ul style="list-style-type: none"> -Develop and implement commercial strategies that drive revenue growth, optimize pricing, and strengthen contract profitability -Identify new market opportunities and partnerships, aligning commercial initiatives with organisational priorities -Align commercial strategy with internal departments
Property and Asset Strategy	<ul style="list-style-type: none"> -Develop a property strategy that matches demand with supply -Identify funding sources -Complete capital investment analysis and scenario planning -Maintain financial and cashflow forecasting models -Develop property and other asset maintenance plans -Manage tenancies and landlord relationships
Funding, Liquidity, and Capital Structure	<ul style="list-style-type: none"> -Oversee cash flow forecasting, covenant compliance, and reserves policy -Manage relationships with funders and lenders, ensuring timely reporting and refinancing strategies

	-Optimise working capital and maintain a strong liquidity position
Investment Governance	-Establish business case standards and benefits realisation frameworks for capital investments -Partner with the CEO and Board on capital allocation and portfolio prioritisation to maximise organisational impact
Technology, Data, and Assurance	-Govern IT systems and data integrity to support financial and commercial operations -Drive automation and digital solutions that improve efficiency, compliance, and decision velocity -Maintain trusted relationships and demonstrate strong compliance practices with external auditors, regulators, and stakeholders
Health & Safety Compliance	-Support the CEO and leadership team in promoting a safe and healthy workplace culture Ensure compliance with Health Safety Work Act (HSWA) 2015 is adhered to. -Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented -All hazards are reported and controlled in accordance with Health and Safety policy.

PERSON SPECIFICATION	
Skills, Knowledge & Experience Required	Personal Attributes
<ul style="list-style-type: none"> -CA qualification (essential) -Management qualification (desirable) -10+ years senior finance & commercial leadership -Demonstrated experience in leading and delivering on commercial projects or property portfolios -Expertise and knowledge of New Zealand Generally Accepted Accounting Practice (NZ GAAP) and statutory reporting -Advanced Financial Planning & Analysis and financial modelling -Pricing of complex contracts; unit economics -Risk, funding and treasury management -Data governance 	<ul style="list-style-type: none"> -Strategic and outcomes-focused -Commercially astute and credible with Board/funders/auditors -Disciplined and improvement-minded -Strong team leadership and business partnering; builds leader capability -Strong understanding and alignment to Te Tiriti o Waitangi and the principles -Strong understanding of lived experience and peer led support -Professional ethical and alignment to the organisations values, mission and code of ethics

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