

	WHATEVER IT TAKES TRUST	Manual:	Human Resources
		Doc. No:	
	CHIEF OPERATIONS OFFICER <u>POSITION DESCRIPTION</u>	Date Issued:	December 2025
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		Pages:	3

Position Description

Position Title:	Chief Operations Officer (COO)	Location:	Ahuriri
Direct Report	Chief Executive Officer	Leadership Group:	Executive Leadership
Reports to you: Service Delivery, Contracts, Quality Assurance, Housing, Light Houses, Residential, Advocacy, Peer Support			
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 (CPCO,CCO,EA), Service Line Managers, Quality & Safety, ICT, Finance, HR
External Stakeholders: Contracting agencies/funders, Partners and suppliers, Regulatory bodies, Clients and whānau (as appropriate)
Financial Delegation: Yes – Executive Leadership Level
Recruitment: Yes – Executive Leadership Level
Delegations - Operational authority per Delegations Process, including hiring within operations, supplier selection/purchasing, reprioritising capacity, and authority to pause services for safety/quality within set protocols.

Overall Purpose of Position
Provide leadership of integrated operations across all service portfolios to deliver contracted outcomes, client impact, and organisational efficiency. Translate strategy into an operating model that drives collaboration, eliminates silos, optimises processes, capacity, and resources. Oversee contract governance, service design, safety, and quality frameworks. Act as a trusted partner to the CEO and ELT, ensuring operational excellence, compliance, and continuous improvement to achieve organisational objectives.

TASK	DUTIES & RESPONSIBILITIES
Executive Leadership	-Provide oversight of all operational portfolios, including service delivery, contracts, quality assurance, housing, residential services, advocacy, and peer support -Set operating model, capability frameworks, and succession strategies to ensure resilience and alignment with organisational objectives -Partner with ELT to translate strategy into integrated operations and eliminate silos
Contract Governance	-Maintain master contract register/schedule, ensuring compliance with service level

	agreements, KPIs, and risk management frameworks -Allocate owners; design dashboards and reporting cadence -Maintain visibility of contractual obligations and performance, escalating risks, and managing renewals strategically
Service Design and Integration	-Lead end-to-end pathway design for client services, standardising intake, delivery, reporting, and outcomes measurement -Create and maintain SOPs with clear accountability, escalation criteria, and decision-making guidelines
Capacity and Productivity Management	-Govern workforce capacity planning and productivity standards in partnership with People & Culture -Monitor throughput, lead times, and resource allocation to achieve contracted outcomes and efficiency targets
Continuous Improvement	-Drive organisational-wide improvement initiatives to enhance quality, efficiency, and client outcomes. Capture benefits and embed changes -Embed lessons learned and corrective actions into operational frameworks to prevent recurrence of issues
Digital Enablement and Data Integrity	-Champion the digital transformation of workflows and strengthen data governance standards -Partner with IT to ensure systems support operational efficiency, compliance, and accurate reporting
Operational Performance and Reporting	-Aligning with the annual plan and strategic objectives, lead the governance of operational performance, including dashboards, monthly reviews, and reporting to the CEO and Board -Assign actions with owners and data. Ensure timely escalation of variances and accountability for corrective actions
Safety and Quality	-Oversee safety and quality frameworks, including incident management, audits, and compliance with regulatory standards -Monitor client outcome measures and complaint resolution -Ensure continuous improvement in service quality by implementing corrective actions
Supplier and Asset Coordination	-Govern and manage supplier relationships and service-level agreements -Coordinate with Property & Assets and IT to ensure readiness, maintenance, and commissioning of new sites and services

Financial Oversight	-Partner with the Chief Commercial Officer on operating budgeting, cost control, and financial performance monitoring -Manage the operational budget
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

PERSON SPECIFICATION	
Skills, Knowledge & Experience Required	Personal Attributes
A degree or formal qualification in business management, operations, or a related discipline (essential) - 10+ years of multi-site operations leadership - Contract operationalisation and SLA management - Strong knowledge of business process improvement and operational excellence principles - Operational dashboarding and analytics - Case management/scheduling systems experience	-Integrative, decisive, and delivery-focused -Strong cross-functional leadership -Calm under pressure; disciplined execution -Outcomes focused on high performing service delivery -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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