



## BALRANALD SHIRE COUNCIL

### POSITION DESCRIPTION

Division: Corporate and Community Development	Section: Executive
Position: Director, Corporate and Community Development	Reports To: General Manager
Classification: Senior Staff Contract	No. Staff supervised: 5
Employment Status: Permanent	Hours of Work: Work such reasonable hours as are necessary to carry out the duties and functions of the position and the employee's obligations under this contract (clause 6.1.6)
Location: Balranald Council Office	Designated Management Position: YES
Approved By: General Manager	Review Date: May 2018

### OVERVIEW OF POSITION:

The position is part of the Corporate Services and Community Development team within Balranald Shire Council. This team is responsible for provision of all administrative functions of Council including, records management, finance, governance, customer service, Service NSW functions and human resource management. The position also supervises and provides assistance with the management of the Bidgee Haven Retirement Hostel, library services and the Tourism and Area Promotion function.

This position as an integral contributing member of the Management Executive Group (MANEX) and supports Council through embracing and promoting positive change in the work culture to achieve best practice in community and work outcomes and providing technical and other relevant advice to the General Manager.

The role is responsible for effectively developing and managing the resources of the Division to achieve organisational outcomes and service delivery requirements in the context of the Community Strategic Plan, Delivery Plan and Operational Plan and in accordance with the Council policies and legislative requirements.

The position is located at Council's main administration offices in Balranald. The position is offered as a performance based senior staff contract.

The position incorporates the Local Government NSW Capability Framework. The Capability Framework criteria for this position is below.

**PERSONAL ATTRIBUTES**

Capability Name	Level	Behavioural Indicators
Manages Self	Advanced	Demonstrates motivation to serve the community and organisation
		Initiates team activity on organisation/unit projects, issues and opportunities
		Seeks and accepts challenging assignments and other development opportunities
		Seeks feedback broadly and asks others for help with own development areas
		Translates negative feedback into an opportunity to improve
		Demonstrates motivation to serve the community and organisation
Displays Resilience and Adaptability	Advanced	Is flexible and readily adjusts own style and approach to suit the situation
		Adjusts tactics or priorities in response to changes in the organisational environment
		Gives frank, honest advice, even in the face of strong, contrary views
		Accepts criticism of own ideas and responds in a thoughtful and considered way
		Welcomes challenges and persists in raising and working through difficult issues
		Shows composure and decisiveness in dealing with difficult and controversial issues
Acts with Integrity	Advanced	Models ethical behaviour and reinforces it in others
		Represents the organisation in an honest, ethical and professional way and sets an example for others to follow
		Promotes integrity, courage and professionalism inside and outside the organisation
		Monitors ethical practices, standards and systems and reinforces their use
		Proactively addresses ethical and people issues before they magnify
Demonstrates Accountability	Advanced	Is prepared to make decisions involving tough choices and weighing of risks
		Addresses situations before they become crises and identifies measures to avoid recurrence
		Takes responsibility for outcomes, including mistakes and failures
		Coaches team members to take responsibility for addressing and resolving challenging situations

<b>RELATIONSHIPS</b>		
<b>Capability Name</b>	<b>Level</b>	<b>Behavioural Indicators</b>
Communicate and engage	Advanced	Presents with credibility and engages varied audiences
		Translates complex information concisely for diverse audiences
		Creates opportunities for others to contribute to discussion and debate
		Demonstrates active listening skills, using techniques that contribute to a deeper understanding
Community and Customer Focus	Advanced	Demonstrates a thorough understanding of the interests, needs and diversity in the community
		Promotes a culture of quality customer service
		Initiates and develops partnerships with customers and the community to define and evaluate service outcomes
		Ensures that the customer is at the heart of business process design
		Makes improvements to management systems, processes and practices to improve service delivery
Work Collaboratively	Advanced	Builds a culture of respect and understanding across the organisation
		Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams
		Builds co-operation and overcomes barriers to sharing across the organisation
		Facilitates opportunities to develop joint solutions with stakeholders across the region and sector
		Models inclusiveness and respect for diversity in people, experiences and backgrounds
Influence and Negotiate	Advanced	Builds and maintains professional relationships inside and outside the organisation
		Makes a strong personal impression and influences others with a fair and considered approach
		Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise
		Identifies key stakeholders and tests their level of support in advance of negotiations
		Uses humour appropriately to enhance professional relationships and interactions
		Pre-empt and minimises conflict by working towards mutually beneficial outcomes

<b>RESULTS</b>		
<b>Capability Name</b>	<b>Level</b>	<b>Behavioural Indicators</b>
Plan and Prioritise	Advanced	Ensures business plans and priorities are in line with organisational objectives
		Uses historical context to inform business plans and mitigate risks
		Anticipates and assesses shifts in the environment and ensures contingency plans are in place
		Ensures that program risks are managed and strategies are in place to respond to variance
Think and Solve Problems	Advanced	Is able to draw on wide-ranging interests and experiences when facing new challenges
		Thinks broadly about the root of problems before focusing in on the problem definition and solutions
		Is able to discuss issues from different angles and project impacts into the future
		Considers the broader context when critically analysing information and weighing recommendations
		Involves diverse perspectives in testing thinking and solutions
Create and Innovate	Advanced	Encourages independent thinking and new ideas from others
		Draws on developments and trends in the industry and beyond to develop solutions
		Supports experimentation and rapid prototyping to test and refine innovative solutions
		Develops/champions innovative solutions with long standing, organisation-wide impact
		Explores creative alternatives to improve management systems, processes and practices
Deliver Results	Advanced	Sets high standards and challenging goals for self and others
		Delegates responsibility appropriately and provides support
		Defines what success looks like in measurable terms
		Uses own professional knowledge and the expertise of others to drive results

<b>RESOURCES</b>		
<b>Capability Name</b>	<b>Level</b>	<b>Behavioural Indicators</b>
Finance	Advanced	Ensures the design/delivery of services is within budget
		Explains the organisation's financial drivers to others in plain language
		Evaluates strategic business cases including the relative cost benefits of direct provision or purchase of services
		Models the highest standards of financial probity, demonstrating respect for public monies and other resources
		Promotes the role of sound financial management and its impact on long term financial sustainability
		Seeks and applies specialist financial advice to inform decisions
Assets and Tools	Advanced	Considers council and community assets in the design/delivery of services
		Facilitates and monitors appropriate deployment of assets and tools in line with community priorities
		Implements and monitors compliance with asset management and maintenance plans and policies
		Considers council and community assets in the design/delivery of services
Technology and Information	Advanced	Implements appropriate controls to ensure compliance with information and communications security and use policies
		Implements and monitors appropriate records, information and knowledge management systems
		Seeks advice from technical experts on leveraging technology to achieve organisational outcomes
		Stays up to date with emerging technologies and considers how they might be applied in the organisation
Procurement and Contracts	Advanced	Ensures that organisational policy on procurement and contract management is implemented
		Applies knowledge of procurement and contract management risks to decisions
		Ensures others understand their obligations to manage and mitigate risks in procurement

<b>WORKFORCE LEADERSHIP</b>		
<b>Capability Name</b>	<b>Level</b>	<b>Behavioural Indicators</b>
Manage and Develop People	Advanced	Knows the individual strengths, weaknesses, goals and concerns of members of the team
		Fosters high performance through effective conversations and feedback and by providing stretch opportunities
		Identifies and develops talent across the organisation
		Coaches and mentors staff to foster professional development and continuous learning
		Implements performance development frameworks to align capability with the organisation's current and future priorities
		Resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way
Inspire Direction and Purpose	Advanced	Translates organisational vision and strategy into operational goals to help staff understand their own contribution
		Builds a shared sense of purpose through involving people in defining priorities and cascading goals
		Regularly communicates progress against business unit and organisational goals
		Creates opportunities for recognising and celebrating high performance at the individual and team level
		Translates organisational vision and strategy into operational goals to help staff understand their own contribution
Optimise Workforce Contribution	Advanced	Ensures resource management plans effectively distribute people resources in line with priorities
		Develops workforce management plans that link to current and future organisational priorities and objectives
		Uses talent management processes to guide learning and development investment and to allocate critical roles
		Recruits capable people with varied backgrounds, styles and strengths
Lead and Manage Change	Advanced	Translates change initiatives into practical strategies, including the role of staff in implementing them
		Analyses the change context to identify the level of consultation and involvement required from staff and stakeholders
		Develops appropriate approaches to involve staff and stakeholders at various stages of the project
		Implements structured processes to manage structural, system, process and cultural barriers to change
		Provides coaching and leadership in times of uncertainty and difficulty for staff

Key Responsibility and Duties	Performance Expectation
<ul style="list-style-type: none"> <li>Support the General Manager and Council to achieve objectives through the provision of high quality planning and delivery of corporate services, timely and relevant advice on issues affecting the achievement of these objectives and acting as an interface between staff and the General Manager.</li> <li>Maintain an active role as a member of MANEX providing professional advice on matters relevant to the division and contributing to corporate initiatives.</li> </ul>	<p>Support provided to General Manager is timely, relevant and contributes to the achievement of organisational objectives.</p> <p>Participation in MANEX is positive and actively contributes to key discussion areas.</p>
<ul style="list-style-type: none"> <li>Oversee Council's Integrated Planning Framework. In particular advise and assist in the preparation, development and implementation of the Community Strategic Plan, Delivery and Operational Plans, Long-term Financial Plan, Workforce Plan and Annual Budget</li> </ul>	<p>Council's Integrated Planning Framework reflects the views of Council and the community, documents are prepared and delivered in accordance with statutory requirements.</p>
<ul style="list-style-type: none"> <li>Develop and introduce process improvement initiatives within the Division to continuously improve delivery of services in the most cost effective and efficient way and the cost-effective management of the organisation's resources</li> <li>Facilitate innovation, change, business process review and continuous improvement strategies within the Corporate and Community Development Division.</li> </ul>	<p>Policies and procedures are regularly reviewed against best practice, meet the needs of Council in delivering its objectives, work is performed efficiently and meets organisational requirements.</p> <p>Actively champion change and continuous improvement, implement new procedures where required to achieve best practice and legislative requirements.</p>
<ul style="list-style-type: none"> <li>Prepare and implement policies, procedures and systems that will assist in sound management and in the achievement of corporate objectives.</li> </ul>	<p>Policies prepared are accepted as relevant to the organisation, promote best practice and can be successfully implemented within the relevant environment.</p>
<ul style="list-style-type: none"> <li>Prepare reports and other business papers for Council and the General Manager on matters related to the Division.</li> </ul>	<p>Reports and Council business papers prepared are relevant, clearly articulate the issues to be considered, develop options for decision-makers and are prepared in accordance with agreed timelines.</p>

Key Responsibility and Duties	Performance Expectation
<ul style="list-style-type: none"> <li>Lead the financial services function, ensuring rates are correctly levied, significant variances from budget are advised in a timely manner, annual financial statements and quarterly budget reports to Council are accurate and in accordance with legislative requirements.</li> <li>To provide people management for the Corporate and Community Services Division, ensuring staff are aware of their responsibilities and are mentored to achieve their potential where required.</li> </ul>	<p>Financial information is accurate and timely, statutory reports are provided within the required timeframe, management reporting is considered value adding and provided in a timely manner; rates are correctly levied in accordance with legislative requirements.</p> <p>Provision of effective leadership to ensure staff output is maximised, team harmony is maximised and staff are empowered to achieve their work objectives.</p>
<ul style="list-style-type: none"> <li>To be spokesperson for the Council in its dealings with the community and the media, subject to consultation with the General Manager.</li> </ul>	<p>Communication with community is effective and within guidelines provided by the General Manager.</p>
<ul style="list-style-type: none"> <li>Supervision the operations of the Tourism and Area Promotion function to ensure Balranald Shire is marketed as a destination of choice, return on marketing investment is maximised and opportunities to improve the image of the Shire are identified and advised to Council.</li> </ul>	<p>Balranald Shire is actively promoted as a destination of choice, marketing investment is maximised and opportunities to improve the image of the Shire are identified and advised to Council.</p>
<ul style="list-style-type: none"> <li>Support the General Manager with management of the Balranald Retirement Hostel - Bidgee Haven.</li> </ul>	<p>The Balranald Retirement Hostel – Bidgee Haven is effectively managed within available resourcing, accreditation requirements are met and high-quality care is provided to residents.</p>
<ul style="list-style-type: none"> <li>Assist in other areas of Council operations, as required, to the level of the incumbent's skill sets, and at direction of the General Manager.</li> </ul>	<p>Contribution to overall team harmony of Council indoor staff and achievement of Council objectives is positive.</p>



## **SELECTION CRITERIA**

### **ESSENTIAL:**

#### **Skills and Experience:**

1. Senior management and leadership experience at a senior level for at least three (3) years.
2. Demonstrated managerial, planning, organisational and communication skills with the capacity to lead and manage the use and allocation of human and financial resources in a results oriented environment.
3. Proven capacities to analyse, integrate, articulate and contribute to policy development and the conceptualisation of effective change management initiatives.
4. Proven ability to prioritise work, completing procedures within given timeframes and take responsibility for the work tasks.
5. Well-developed communication and interpersonal skills.
6. Strong working knowledge in Microsoft Office including Word, Excel, and Outlook to perform the required duties.

#### ***Education:***

7. Completion of Bachelor's degree in relevant discipline, e.g. Accounting, Business Management.

### **DESIRABLE:**

#### **Skills and Experience:**

1. Five (5) years relevant experience in local government financial management, budgeting, rating and of local government and associated legislation.
2. Experience in management/operation of aged & disabled person's hostel.

#### **Education:**

3. Post Graduate qualifications in business management.

## **WORKING RELATIONSHIPS**

### Internal

- General Manager
- Director, Infrastructure and Development
- Council staff\_

### External

- Councillors
- Public/Ratepayers
- Other local governments
- Local community groups, business and professional groups
- Government agencies

## **ACCOUNTABILITIES**

This position operates under the limited direction of the General Manager within established legislative guidelines, Australian Accounting Standards and policies and procedures of Balranald Shire Council.

### **DELEGATIONS**

The position had delegated authority as delegated from the General Manager. The details of this may change from time to time and as such as contained in a separate Delegations of Authority document.

The position is the delegated officer for the purposes of the *Public Interest Disclosure Act 2013*.

The position also acts as the delegated Complaints Coordinator for the purposes of the *Local Government Act 1994*.

### **EQUAL EMPLOYMENT OPPORTUNITY (EEO)**

All Council staff are expected to adhere to Council's EEO Policies and procedures including to provide all employees with equal access to fair, prompt and confidential processes.

This role will act as an advocate for equal employment opportunity in Council and actively promote this, and actively investigate any complaints of non-compliance.

### **WORK HEALTH SAFETY (WHS)**

All Council staff are required to adhere Councils relevant safe work instructions, policies and procedures. All staff are accountable for ensuring that they fulfil their specific responsibilities, duties and due diligence requirements under relevant legislation.

It is expected this role will actively participate in promoting a safe work environment for Council, including ensuring hazards are identified and risk management strategies are put in place.

## **RISK MANAGEMENT**

All Council staff are expected to identify, minimise and report risks within their area of operation and responsibility and participate in risk management training as appropriate in accordance with Council's adopted Risk Management Policy and Framework.

## **FRAUD AND CORRUPTION**

All Council staff are responsible to prevent, detect, mitigate against and report fraudulent and corrupt behaviour within Council's reporting framework.

## **ETHICAL BEHAVIOUR**

All Council staff are expected to ensure their personal and professional conduct is ethical and consistent with Council's Code of Conduct and relevant legislation. At all times work behaviour must comply with Council's policies, procedures and principles.

## **CERTIFICATION**

The details contained in this position description are an accurate statement of the key duties and responsibilities and other requirements of this position and consideration has been given to any relevant KPIs and objectives.

General Manager: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

I have noted the statement of the key duties and responsibilities and other requirements as noted in this position description. I also acknowledge that other duties, KPIs and objectives may be assigned to this position as required from time to time to meet the business needs of the organisation.

Position Holder \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

The original signed copy of this position description is to be forwarded to Human Resources.