Position Description

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| **Position Title** | : Director Enabling |
| **Position Number** | : 2983 |
| **Classification** | : Executive Officer |
| **Directorate** | : Enabling |
| **Approved By** | : Chief Executive Officer |
| **Date Approved** | : March 2025 |

# Position Objective

The Executive Leadership Team (ELT) comprises the CEO and four directors:

* Director Strategy, Planning and Climate Resilience (“Thinking”)
* Director Service Delivery (“Doing”)
* Director Enabling (“creating/building capacity and capability and providing support”)
* Director Governance & Performance (“Good Governance”).

A primary component of the role of the ELT, (and therefore each of the directors) is to build, grow and consolidate a workplace culture which is unified in purpose, productive, engaged, efficient, safe for all, and achievement oriented. Directors must work together in a unified and harmonious manner to model behaviours across the organisation such that customer/community centricity increases and achieves best practice in all parts of the organisation and councillors receive timely and quality advice to make the best-informed decisions for the benefit of the community they serve.

The interplay between the directorates is critical: The “Thinking” Directorate, provides thought leadership in all aspects of the organisation’s planning; the “Doing” Directorate delivers all of the critical human and infrastructure services required to provide a well-functioning and healthy city; the “Enabling” Directorate ensures that there are sufficient financial, technical/technology and human capital (capacity/capability) available to the organisation to enable it deliver the promises it makes to the community. The above are all underpinned by “good governance” which is fit for purpose at all levels of the organisation to assist it perform to the community’s expectations. This important role is undertaken by the Governance & Performance Directorate which also ensures that there are appropriate active regulatory mechanisms in place for the growing of a healthy and safe city.

As this position is an Executive Officer position, it may be varied from time to time in accordance with the needs of the organisational structure. Variation may include position, duties, roles and levels of responsibility.

## Key Result Areas

The Director provides leadership such that

* The human capacity and capability of the organisation is fit for purpose to meet the challenges of the future;
* The cultural change journey of the organisation is delivered in a timely and effective manner to meet plans and strategies of the organisation;
* The financial health of the organisation is appropriately robust;
* There are appropriate technologies in place to support the delivery of current and future services (including but not limited to capital delivery) in the organisation in an efficient and effective manner.

The span of control for the Director’s role is four departments - Finance, People & Culture, Information Technology & Transformation, and Asset, EPMO & Procurement.

## Council Values

The organisational values are embedded within each of the core capabilities outlined above. Council’s Values and Behaviours as outlined below:

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## Organisational Relationships

**Reports to:** Chief Executive Officer

**Direct Reports:** Chief Financial Officer

Manager People & Culture

Chief Information & Transformation Officer

Manager Asset, EPMO & Procurement

**Internal Stakeholders:** Councillors

Chief Executive Officer

Executive Team Management

Senior Leadership Team

All Staff

**External Stakeholders:** Citizens

Local Government Victoria

Other Municipalities

Statutory Authorities

Government Departments

Community Groups/Organisations

Parliamentarians

Commercial/Trade/Business Groups

Staff of other Municipalities

Peak Bodies

## Relationship development and maintenance

* **Communicate & engage.** Puts forward compelling arguments and explains complex information concisely and appropriately for diverse audiences. Utilises storytelling and other communication techniques to engage audiences and adjusts style and approach to meet the needs of diverse audiences. Prepares or coordinates the preparation of high-impact written documents and presentations.
* **Community & customer focus.** Creates an organisational culture which embraces high quality customer service. Ensures that community and customer needs are central to strategic planning processes, and that management systems, processes, and practices drive service delivery outcomes. Ensures Council services contribute to social, environmental, and economic sustainability in the community and region.
* **Work collaboratively.** Fosters a culture of collaboration and respect across Council. Celebrates achievements resulting from collaborative efforts within the Council, region, and sector. Establishes systems, structures, and practices to facilitate shared learning and knowledge exchange. Develops and maintains respectful relationships with stakeholders, even those with opposing viewpoints. Sets an inclusive tone and upholds an expectation that all employees respect diversity in backgrounds, experiences, and perspectives.
* **Relationship management.** Effectively promotes the Council’s strategic position within the community, region, and sector. Establishes and nurtures a broad network of professional relationships beyond the Council. Secure the commitment of key stakeholders for significant projects and ensure continuous communication. Leverages an in-depth understanding of decision-making processes and networks to form strategic bargaining positions. Utilizes evidence-based arguments, underpinned by expert opinions, to influence outcomes. Proactively pre-empts conflicts by identifying contentious issues and steering discussions toward mutually acceptable resolutions.

## Delivering results

* **Plan & prioritise.** Aligns business plans and priorities with Council objectives. Utilises appropriate information for business planning and risk mitigation. Anticipates and assesses environmental changes, ensuring contingency plans are prepared. Manages program risks and develop strategies to address variances and implements systems for leading, monitoring and evaluating effective program and project management.
* **Think & solve problems.** Demonstrates the ability to quickly grasp unfamiliar concepts and navigate complexity with ease. Exhibits deep knowledge and expertise across a wide range of subject areas. Critically analyses information and actively seeks diverse perspectives to formulate effective responses to policy issues. Identifies and evaluates the broader impacts of proposed policies and solutions. Makes sound decisions based on available evidence, observed patterns, and a thorough evaluation of risks and benefits.
* **Innovate.** Promotes independent thinking and new ideas from others and utilises industry developments and trends to create solutions. Develops and advocates for innovative solutions with widespread, Council-wide impact. Investigates creative alternatives to improve management systems, processes, and practices. Establishes an environment to support experimentation, evaluation, and learning and rapid testing to refine innovative solutions.
* **Deliver results.** Creates a culture of achievement by setting ambitious goals and high expectations for both oneself and the team. Delegates leadership responsibilities and decision-making authority appropriately. Drives Council activities in an environment marked by continuous change and uncertainty. Identifies and eliminates potential obstacles to achieving sustainable outcomes, ensuring that Council remains agile and effective in delivering its strategic objectives.

## Resources deployment

* **Finance.** Demonstrates exceptional capability in setting and aligning Council strategies with key financial indicators at the executive level. Ensures strategic decision-making is supported by professional financial advice, identifying optimal financing and funding strategies to meet both operational and capital requirements. Cultivates a culture of respect for the responsible management of public funds and resources, emphasising ethical and honest use. Establishes robust governance frameworks to oversee financial management, actively pursuing strategies to minimise financial risks and ensure sustainable outcomes.
* **Assets & tools.** Strategically plans and manages Council’s assets to ensure alignment with the strategic plan. Provides governance oversight to guarantee effective allocation, maintenance, and investment in assets and tools. Advocates for the Council’s role as custodians of community assets and champions asset risk minimisation strategies, plans, and outcomes.
* **Technology & information.** Implements suitable controls to ensure adherence to information and communication security and usage policies. Establishes and monitors effective records, information, and knowledge management systems, and ensures that data entered into systems is of the highest quality so that this information can be utilised to make informed decisions. Consults with technical experts on utilising technology to fulfil Council objectives and remains informed about emerging technologies and trends. Evaluates their potential application within the Council to enhance efficiency and effectiveness.
* **Co-design & customer service.** Leads and inspires the development and implementation of community-centred design processes at an executive level. Establishes and nurtures robust relationships with community representatives, service providers, and key stakeholders to drive collaborative service delivery. Ensures that co-designed services integrate social cohesion, economic and environmental sustainability, and deliver exceptional customer experiences. Facilitates the alignment of these services with overarching strategic objectives and policy frameworks.

## Workforce leadership

* **Manage & develop people.** Creates a climate in which all staff across Council are motivated to perform at their highest level. Ensures that Council engages in effective performance management, development planning, and talent identification. Drives executive capability development and implements robust succession management practices. Fosters an environment where senior staff value regular feedback, continuous learning, and embrace new experiences. Ensures that workforce management systems, policies, and practices are inclusive and equitable. Instils a sense of urgency in addressing performance and conduct issues among leaders across Council.
* **Strategic thinking.** Demonstrates the ability to articulate a compelling shared vision of the Council's future, described in measurable terms for clear understanding by stakeholders. Champions the Council's vision and strategy, effectively communicating the path forward. Generates enthusiasm and commitment to strategic goals, cascading this understanding throughout Council. Communicates the context and parameters surrounding Council strategies with clarity. Celebrates successes and high performance, while supporting regular activities to foster a positive and constructive organisational culture.
* **Lead & manage change.** Demonstrates the capability to effectively communicate a compelling case for change, articulating vision, objectives, and benefits to diverse audiences. Analyses the change context to develop strategic approaches tailored to Council, community, and regional needs. Ensures continuous communication throughout the change process to build awareness, understanding, support, and commitment. Aligns Council structures, systems, processes, and leadership to support and embed change initiatives. Anticipates and addresses cultural barriers to change, ensuring successful implementation and integration.
* **Political & commercial acumen.** Demonstrates advanced capability in navigating the complex political landscape involving government, non-profit, and private sectors. Expertly facilitates the development of high-impact partnerships with external stakeholders. Exhibits strategic leadership in managing and executing significant policy changes. Proactively seeks, develops, and nurtures strategic alliances and partnerships, addressing challenging issues transparently. Conducts comprehensive environmental scanning and analysis to identify potential long-term impacts of key factors and situations. Accurately predicts changes that may influence long-term financial planning through thorough trend analysis.

## Qualifications and Experience

* Relevant degree directly related to portfolio, and preferably post graduate qualifications in business management or related discipline.
* Extensive and comprehensive professional experience in leading complex and diverse teams in the delivery of consistent and high-quality services/solutions and programs.
* Extensive resource management experience at a senior level including exemplary leadership and people management experience which fosters a culture of high performance.

## Key Selection Criteria

1. Extensive senior experience leading complex and diverse teams, ensuring consistent and high-quality delivery of services, solutions, and programs.
2. Exemplary communication skills, including advocacy, negotiation, influence, motivation, and the ability to achieve cooperation for positive outcomes.
3. Proven project management expertise, effectively delivering complex organisation-wide projects on time and within budget to a high standard.
4. Ability to apply critical thinking and analysis, utilising technical expertise alongside political, economic, social, technological, environmental, and legal insights to achieve results.
5. Demonstrated capability in fostering a constructive organisational culture within and across teams that reflects and embeds the organisation's values.
6. Extensive proven ability to bring multi-disciplinary teams together to work collaboratively and deliver cross-functional success.

## Compliance Checks

* Police Check
* Working with Children Check