

## Director Corporate Services

<b>Division</b>	<b>Corporate Services</b>
<b>Location</b>	<b>Drummoyne Civic Centre</b>
<b>Classification/Grade/Band</b>	<b>Executive</b>
<b>Position Code</b>	<b>DIRCS</b>
<b>Date position description approved</b>	<b>August 2018</b>

### Council overview

The City of Canada Bay is an active and vibrant city that captures the energy, diversity, pride and potential of its community.

### Primary purpose of the position

Lead and manage staff and resources to provide cost effective, high quality Corporate Services that meet community expectations, organisational key performance indicators, financial accountabilities and successful delivery of specific projects requiring considerable interpretation and understanding of the vision and priorities of City of Canada Bay's Community Strategic Plan 2030.

### Key accountabilities

Within the area of responsibility, this role:

- Manages the allocation and use of Council's Corporate Services Division including, governance and risk, finance, information systems, customer service, and procurement to ensure the Division's resources, budgets, assets, projects and staffing maximise effectiveness and efficiency.
- Ensures that the Social, Environmental, Economic and Civic Leadership (Governance) vision and priorities of the Community Strategic Plan which fall within Corporate Services responsibility are actively translated into beneficial outcomes for the City of Canada Bay and its community members.
- Provides strategic and operational direction and leadership to the Corporate Services functions to build, establish and maintain a culture of teamwork, achievement and accountability, driven by a high service delivery focus.
- Models and promotes a culture of integrity and professionalism across Council, local government and outside of government to ensure alignment with local government values and legislative requirements.
- Embeds Council's performance framework within Corporate Services in order to drive individual performance improvement, employee engagement, capability development and

succession planning, ownership and accountability ensuring each has a current annually reviewed performance plan.

- Provides leadership, including sound financial planning, to effectively manage the Corporate Services functional areas, ensuring consistency with the strategic direction of Council, underpinned by cost effective operations and use of Council's resources.
- Actively strives to continually improve on the Division's overall performance and the delivery of Corporate Service related system and process design and currency in own expertise knowledge, skills and abilities.
- Works closely with the functional Managers to ensure sound evidence based expert advice and recommendations on Corporate Services related policy and operational matters including the impact of changes in legislation, regulation and policy on service delivery outcomes.
- Fosters and maintains positive working relationships with key stakeholders across Council, with local community organisations, clients and other agencies, to facilitate effective contract and relationship management and achieve the most appropriate and desirable outcomes for the local community.

## Key challenges

- The City of Canada Bay is a complex organisation undergoing structural and service delivery reform, where innovative local strategies are needed to deliver successful sustainable services.
- Council is experiencing significant growth areas and changes which require close effective working relationships with adjoining Council's, government bodies to ensure successful delivery of joint major infrastructure projects that benefit the local community and their environment.
- Deal with sensitive, complex matters appropriately and confidentially.
- The projected significant growth in service demands will challenge and guide future organisational and service delivery strategies and practices.

## Key internal relationships

Who	Why
The Director is a key point of communication within the Division in relation to the Division's area of responsibilities.	Identify and pursue opportunities for joint approaches and innovative efficient services and practices.  Engage all Division stakeholders in policy, planning, design, and delivery of programs and services.
Ensure strong collaborative links throughout Council.	Foster and strengthen effective linkages with internal stakeholders to enhance cooperation, especially in areas where there is significant overlap/cross over of responsibilities.  Foster collaborative working relationships with elected Council members to support effective linkages between the Council, Council members, the General Manager and the Division.

## Key external relationships

Who	Why
The Director is a key point of communication with local Community.	Identify and pursue opportunities for joint approaches and services. Engage all stakeholders in policy, planning, design, delivery of programs and services.

Who	Why
Ensure strong collaborative links.	Foster and strengthen effective linkages with external stakeholders to enhance cooperation. Outside Council the position requires contact with other practitioners within Local, State and Federal Government and the private sector, the Local Government Association and union officials. This contact is made to liaise, consult, advise and co-ordinate activities.

## Key dimensions

<b>Decision making</b>	<p>The Director approves briefs, submissions, project plans and expenditure and manages staff. All work which progresses beyond the Division or is outside the role's delegations must be approved formally by the General Manager.</p> <p>The position makes decisions on methodology and approach to projects and initiatives and in determining the allocation of budgeted finance to activities.</p> <p>Matters that have a significant long-term effect on Council will be discussed with the General Manager and, at times, the Executive Team, and would require the formal approval of the General Manager.</p> <p>Expenditure that is outside budget and activities that are outside the Management Plan would also require the approval of the General Manager.</p>
<b>Reports to</b>	General Manager
<b>Direct reports</b>	6
<b>Estimated number of indirect reports</b>	41
<b>Budget (operating and capital expenditure)</b>	<p>\$49 Million revenue</p> <p>\$32 Million expenditure</p>
<b>Financial Delegation</b>	\$150,000

## Essential requirements






<b>Qualifications</b>	Tertiary qualifications in a related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
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## Capabilities for the role

The Local Government Capability Framework describes the core knowledge, skills and abilities expressed as behaviours, which set out clear expectations about performance in local

government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce. The Local Government Capability Framework is available at <https://www.lgnsw.org.au/capability>

Below is the full list of capabilities and the level required for this position. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities.

Local Government Capability Framework		
Capability Group	Capability Name	Level
 <b>Personal attributes</b>	Manage Self	Highly Advanced
	Display Resilience and Adaptability	Advanced
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Highly Advanced</b>
 <b>Relationships</b>	Communicate and Engage	Advanced
	<b>Community and Customer Focus</b>	<b>Highly Advanced</b>
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 <b>Results</b>	<b>Plan and Prioritise</b>	<b>Highly Advanced</b>
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	Create and Innovate	Advanced
	Deliver Results	Advanced
 <b>Resources</b>	<b>Finance</b>	<b>Highly Advanced</b>
	Assets and Tools	Advanced
	<b>Technology and Information</b>	<b>Highly Advanced</b>
	<b>Procurement and Contracts</b>	<b>Highly Advanced</b>
 <b>Workforce Leadership</b>	<b>Manage and Develop People</b>	<b>Highly Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Workforce Contribution	Advanced
	<b>Lead and Manage Change</b>	<b>Highly Advanced</b>

## Focus capabilities

The focus capabilities for the position are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment.

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> <li>Champions and acts as an advocate for the highest standards of ethical and professional behaviour</li> <li>Sets a tone of integrity and professionalism in the organisation and in dealings external to the organisation</li> <li>Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use</li> <li>Creates a climate in which staff feel empowered to challenge and report inappropriate behaviour</li> <li>Acts promptly and visibly in response to complex ethical and people issues</li> </ul>
<b>Personal Attributes</b> Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> <li>Acts in the public interest at all times</li> <li>Is prepared to act and take ownership for difficult decisions</li> <li>Supports and stands by people in the organisation who have made an honest mistake</li> <li>Creates a climate in which people feel supported to take responsibility for outcomes</li> <li>Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks</li> </ul>
<b>Relationships</b> Community and Customer Focus	Highly Advanced	<ul style="list-style-type: none"> <li>Creates an organisational culture which embraces high quality customer service</li> <li>Ensures that management systems, processes and practices drive service delivery outcomes</li> <li>Ensures that community and customer needs are central to strategic planning processes</li> <li>Establishes systems to set and monitor service delivery standards in line with customer and community expectations</li> <li>Ensures council services contribute to social, environmental and economic sustainability in the community/region</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Credibly promotes the organisation's position in the community, region and sector</li> <li>Builds and maintains a wide network of professional relationships outside the organisation</li> <li>Obtains the commitment of key stakeholders to major projects and ensures ongoing communication</li> <li>Uses understanding of decision-making processes and networks to determine the organisation's bargaining strategy</li> <li>Uses sound evidence-based arguments supported by expert opinion to influence outcomes</li> <li>Pre-empts and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution</li> </ul>

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Results</b> Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> <li>Sets and communicates organisational objectives, ensuring these are the focus for planning activity</li> <li>Considers the organisation's long term role in the community and region when planning</li> <li>Ensures that a governance framework enables high quality strategic, corporate and operational planning</li> <li>Ensures effective governance of program and project management, including acceptance of new initiatives</li> </ul>
<b>Results</b> Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> <li>Quickly grasps unfamiliar concepts and deals comfortably with complexity</li> <li>Demonstrates deep knowledge and expertise across numerous subject areas</li> <li>Critically analyses information and seeks diverse perspectives to formulate effective responses to policy issues</li> <li>Identifies and evaluates broader impacts of proposed policies and solutions</li> <li>Makes good decisions based on available evidence, observed patterns and evaluation of risks and benefits</li> </ul>
<b>Resources</b> Finance	Highly Advanced	<ul style="list-style-type: none"> <li>Sets organisational strategies and plans with reference to key financial indicators</li> <li>Ensures that strategic decisions are made with appropriate advice from finance professionals</li> <li>Identifies the most appropriate financing and funding strategies to meet operational and capital needs</li> <li>Inspires a culture which respects the obligation to manage public monies and other resources responsibly</li> <li>Establishes effective governance to ensure the ethical and honest use of financial resources</li> <li>Actively pursues financial risk minimisation strategies, plans and outcomes</li> </ul>
<b>Resources</b> Technology and Information	Highly Advanced	<ul style="list-style-type: none"> <li>Ensures effective governance enables efficient and effective applications of technology in the organisation</li> <li>Ensures effective governance of information and communications security and use policies</li> <li>Encourages research and expert advice on the application of emerging technologies</li> <li>Critically assesses business cases to introduce new technologies</li> </ul>
<b>Resources</b> Procurement and Contracts	Highly Advanced	<ul style="list-style-type: none"> <li>Ensures procurement and contract management policy and practices are in line with guidelines</li> <li>Ensures effective governance of procurement processes and management of supplier and contractor performance</li> <li>Monitors and evaluates compliance with and effectiveness of procurement and contract management policies and procedures</li> </ul>

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Workforce Leadership</b> Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> <li>Creates a climate in which people across the organisation want to do their best</li> <li>Ensures the organisation engages in effective performance management, development planning and talent identification</li> <li>Drives executive capability development and ensures effective succession management practices</li> <li>Creates a climate in which senior staff value regular feedback, continuous learning and new experiences</li> <li>Ensures workforce management systems, policies and practices are inclusive of all individuals</li> <li>Instils a sense of urgency around addressing performance problems among leaders in the organisation</li> </ul>
<b>Workforce Leadership</b> Lead and Manage Change	Highly Advanced	<ul style="list-style-type: none"> <li>Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences</li> <li>Analyses the change context to develop the right change approach for the organisation, community and region</li> <li>Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment</li> <li>Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes</li> <li>Anticipates, plans for and addresses cultural barriers to change</li> </ul>