

Role Description

Unit Manager Performance and Innovation



Title	Unit Manager Performance and Innovation
Location	Wyong / Gosford Admin Building
Classification/Grade/Band	Band 4 Level 1 TRP
Reports to:	Executive Manager Innovation and Futures

Vision and Purpose

Vision

A vibrant organisation doing great things.

Purpose

To provide valuable services that strengthen and support the Central Coast Community.

Values

Decisions, actions and behaviours are governed by our Corporate Values; Serve, Collaborate, Improve, Be Your Best and Be Positive. All employees have a responsibility to uphold and champion these values.

Primary purpose of the role

Reporting directly to the Executive Manager Innovation and Futures, the role of Unit Manager Performance and Innovation is responsible for the development, implementation and continuous improvement of a performance management system that clearly articulates the organisation's strategic objectives and ensure a clear line of sight from all operational business plans and deliverables to the defined corporate strategy. The role is also responsible for developing and leading the business improvement and corporate innovation functions within the organisation, providing clear pathways and frameworks in support of internal stakeholders and initiatives.

In addition, the Unit Manager Performance and Innovation will provide day to day leadership to a team of professionals responsible for the delivery of community strategy; corporate and business unit strategy and planning; compliance with the Integrated Planning and Reporting requirements; corporate and business performance monitoring and reporting; business and process improvement frameworks and initiatives;



corporate innovation networks and initiatives; and business analytics, benchmarking and insight. This will be achieved through leveraging the organisation's planned Information Management and Technology infrastructure and building a strong data and strategic analysis capability within Central Coast Council.

Key accountabilities

- Drive the development and alignment of organisational strategy, planning and performance management at all levels of the Council, focused on delivering improved outcomes for our community;
- Shape a culture of improvement, innovation, collaboration, transparency, accountability, and business excellence within the organisation;
- Champion, support and provide structure to corporate innovation frameworks and initiatives, in a collaborative and inclusive approach;
- Introduce and embed management tools and approaches that enhance Council's response to the legislative requirements of the Integrated Planning and Reporting Framework;
- Undertake structured, data driven analysis utilising various and complex data sets to inform problem solving and enable the creation of shared public value;
- Act with integrity by monitoring and modelling the highest standards of ethical behaviour and reinforcing them in others, to promote the desired culture within the organisation;
- Embrace diversity by recognising the value of individual differences to support broader organisational strategies and build a culture of respect and understanding;
- Work collaboratively by building cooperation to overcome barriers to information sharing and communication across the organisation;
- Demonstrate accountability by exercising due diligence to ensure work health and safety risks are addressed;
- Inspire direction and purpose by working with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes;
- Optimise business outcomes by developing workforce plans that effectively distribute organisational resources to achieve business goals.

Interpersonal Skills and Personal Attributes

- Demonstrate a proven capability as a trusted strategic adviser at the executive and senior management level, with an ability to elevate the focus on strategic considerations at this level;



- Engage senior leaders of government departments and agencies, business and the community to align and enable strategic direction;
- Communicate clearly, concisely and effectively by adjusting style and approach to translate technical and complex information for a range of audiences and optimise outcomes;
- Demonstrate commitment to customer service by promoting and managing both internal and external relationships that result in optimised outcomes for the community;
- Show sensitivity and understanding in resolving acute and complex conflicts;
- Display strong influencing and negotiation skills by guiding others to an outcome using a fair and considered approach together with sound arguments;
- Display resilience and courage by providing open and honest advice in the face of strong contrary views;
- Display resilience and courage by developing effective strategies and showing decisiveness in dealing with emotionally charged, difficult and controversial issues.

Leadership / Management

- Demonstrate awareness by actively seeking, reflecting and acting on feedback relating to own performance, and translate negative feedback into an opportunity to improve;
- Deliver results by driving organisational priorities and ensuring the effective acquisition and use of resources;
- Ensure successful delivery by seeking and applying the expertise of key individuals to achieve organisational outcomes;
- Display effective, evidence-based planning and prioritisation by ensuring business plan goals are clear and appropriate and demonstrate consideration of the implications of a wide range of complex issues and the ability to shift business priorities when necessary;
- Apply sound problem solving by taking account of the wider business context when considering options to resolve issues;
- Demonstrate proficiency through the commitment to and use of existing technologies and actively promote the deployment of appropriate new technologies in the workplace;
- Display strong people management by addressing and resolving team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way;
- Inspire direction and purpose by creating opportunities for recognise and celebrate high performance at the individual and team level;



- Manage change effectively by clarifying the purpose and benefits of continuous improvement for staff and by providing coaching and leadership in times of uncertainty;
- Manage reform by translating change initiatives into practical strategies for staff and explaining their role in implementing them.

Technical

- Demonstrate an ability to articulate complex strategies and concepts in ways that are simple, accessible and relatable;
- Demonstrate an intellectual curiosity, along with excellent problem-solving and quantitative skills;
- Demonstrate a solid understanding of economic, financial, and general business concepts and terminology;
- Conduct specialized and distinctive analytics using potentially complex data of different types to solve strategic and tactical problems - analysing the drivers of performance, developing optimal solutions for a multi-faceted, diversified organisation;
- Apply problem solving skills and undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues;
- Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks;
- Demonstrate strong project management through monitoring the completion of projects and implementing effective and rigorous project evaluation methodologies to inform future planning.

Finance and Governance

- Deliver results by controlling the outputs of the business unit to ensure organisational outcomes are achieved within budget;
- Demonstrate accountability by modelling the highest standards of financial probity, demonstrating respect for public monies and other resources;
- Involve specialist finance advice in review and evaluation of systems and processes used to identify opportunities for improvement;
- Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures and identifying risks;



Qualifications

Essential

- Bachelor's degree in Business, Commerce or related discipline.

Desirable

- Master of Business Administration (MBA)

Experience

- Previous experience in a similar role working in a large organisation;
- Proven success as a leader with the ability to grow and develop teams focused on quality outcomes and a customer focus;
- Proven experience driving the development of corporate strategy and direction for a large organisation;
- Proven experience providing insight through data analytics and performance benchmarking;
- Experience managing a team through a significant change agenda.

Key relationships

Internal	External
Chief Executive Officer	Community
Executive Leadership Team	State and Federal Government Agencies
Leadership Team	Industry representatives and associations
Unit Managers	Vendors
Council employees	

