



POSITION TITLE	Lead Organisational Change
AWARD AND CLASSIFICATION	Wodonga City Council Enterprise Agreement 2024 to 2027 Band 8
DIRECTORATE	Infrastructure & Development
BUSINESS UNIT	n/a
REPORTS TO	Director Infrastructure & Development
SUPERVISES	Nil direct reports initially, but may coordinate project teams and business leads
EMPLOYMENT STATUS	Fixed Term 24 Months.
DATE	
EMPLOYEE NAME	

ORGANISATIONAL CONTEXT

Wodonga Council's vision is to be a vibrant, well-planned city where people, nature and opportunity thrive through connection, resilience and leadership.

Our mission is to strengthen our community in everything we do. We deliver more than 100 services that support our community's health, safety and wellbeing, while responsibly managing public resources and infrastructure. The organisation is committed to sustainable economic growth, responsible resource management and creating opportunities that enhance wellbeing, environmental sustainability and community connection.

Governance is provided by seven elected councillors, with the Chief Executive Officer responsible for implementing Council decisions. The Chief Executive Officer is supported by three directors and more than 300 employees who work collaboratively to deliver responsive, efficient and sustainable services.

The Infrastructure and Development Directorate leads the planning, delivery and management of infrastructure, development and related organisational priorities.

Planning and Development Engineering services support the sustainable growth and development of the city through strategic and statutory planning, development assessment, engineering input and coordination across Council. These services operate within a complex legislative environment and work with internal and external stakeholders to support effective development processes, infrastructure outcomes and service delivery.



Trust



Respect



Integrity



Learning

Vision: A vibrant, well-planned city where people, nature and opportunity thrive through connection, resilience and leadership.

Mission: Wodonga Council delivers efficient services and infrastructure through responsible financial management, ensuring value for the community and long-term sustainability.

POSITION OBJECTIVES

The Lead Organisational Change leads the implementation of Planning and Development service reform initiatives and associated organisational improvement programs across Planning, Development Engineering and supporting service areas. Acting on behalf of the Director Infrastructure & Development, the position establishes program governance, determines implementation priorities, directs integrated work programs and drives delivery of approved recommendations and service improvements. Working with directors, managers and subject matter experts, the role exercises significant judgement in resolving cross-functional issues, managing program risks, allocating resources and ensuring delivery remains aligned with Council priorities. The position is accountable for driving sustainable improvements to service delivery, customer experience, systems, organisational capability and ways of working while maintaining statutory integrity and service continuity.

ACCOUNTABILITY AND EXTENT OF AUTHORITY, INCLUDING DUTIES

- **Service Improvement Program Leadership**
Lead and direct the implementation of complex service improvement and organisational change initiatives across Planning, Development Engineering and supporting service areas. Translate approved recommendations into integrated work programs, establish delivery priorities, allocate responsibilities, monitor outcomes and ensure implementation activities achieve approved organisational objectives while maintaining alignment with Council priorities, statutory obligations and available resources.
- **Program Governance and Strategic Advice**
Establish and maintain governance, reporting, assurance, decision-making and escalation frameworks for major improvement initiatives. Provide strategic advice to directors, managers and governance forums regarding implementation priorities, delivery risks, organisational impacts and corrective actions. Exercise delegated authority within approved governance arrangements to direct implementation responses to emerging issues and barriers.
- **Process Mapping and Service Redesign**
Lead evidence-based mapping and redesign of end-to-end planning and development processes, including assessment, referrals, permit conditions, post-permit activity, subdivision delivery, inspections and asset handover. Clarify workflow ownership, decision points, service standards, controls and cross-team interfaces while preserving the statutory, technical and managerial responsibilities of participating service areas.
- **Integrated Work Program Coordination**
Direct implementation activities including workshops, analysis, consultation, documentation, trials, procurement processes and specialist input. Manage program interdependencies, establish delivery schedules, assign responsibilities and monitor progress across concurrent workstreams to ensure agreed outcomes, milestones and benefits remain on track.
- **Systems, Data and Digital Improvement**
Lead the development of business improvement requirements for planning and development systems, workflows, templates, alerts, reporting, document management, automation and customer pathways. Work with Technology and service specialists to evaluate options and ensure proposed changes support agreed processes, information governance, implementation readiness and sustainable service outcomes.
- **Stakeholder Engagement and Change Implementation**
Build commitment to approved improvements through structured engagement with directors, managers, employees, technical specialists, customers, developers and partner agencies. Facilitate complex discussions, resolve cross-functional barriers and support leaders to communicate impacts, prepare employees, strengthen capability and embed agreed responsibilities, processes, service standards, systems and ways of working.
- **Performance, Risk and Benefits Realisation**
Establish implementation measures, reporting frameworks and monitoring processes to assess performance, risks and benefits realisation. Analyse program outcomes, determine corrective actions where required and ensure lessons learned, service performance information and implementation outcomes inform future organisational improvement priorities and decision-making.
- **Planning Reform and Organisational Readiness**
Coordinate organisational readiness for relevant Victorian planning reforms and associated changes to procedures, delegations, reporting, systems, training and workflows. Manage dependencies and work with subject matter experts to ensure service improvements remain aligned with legislative developments, Council priorities, growth requirements, customer needs and future organisational systems and processes.

The position works through managers, technical specialists and project teams rather than through direct line management authority. The role is authorised to coordinate agreed implementation activities, monitor

delivery performance, escalate barriers, make recommendations regarding priorities and direct project resources within approved governance arrangements.

COUNCIL EMPLOYEE VALUES AND BEHAVIOURS

You are expected to demonstrate the values in your everyday work and your interactions with colleagues and the community.

Trust	Talk straight – Say what you mean and mean what you say Create transparency – Do not withhold information unnecessarily or inappropriately Right wrongs Practice accountability – Take responsibility for results without excuses Extend trust – Show a willingness to trust others, even when it involves a measure of risk
Respect	Treat other people with courtesy, politeness and kindness, no matter what their position or opinion Listen first – Seek to understand others before trying to diagnose, influence or prescribe
Integrity	Tell the truth in an appropriate and helpful manner that does not compromise the organisation's objectives and values Keep confidences Do what you say you will do to the best of your ability Be open about mistakes Speak of those that are absent only in a positive way
Learning	Work together and learn from each other Continuously improve and innovate Be open to change There is a high degree of responsibility for results – delivery without excuses

CAPABILITIES AND BEHAVIOURS

Demonstrate competency in each of the 7 capabilities of a Team Leader, according to the People and Performance Framework in Attachment 1, and practice the corresponding behaviours indicated for each capability.

JUDGEMENT AND DECISION-MAKING SKILLS

- Identify and analyse complex implementation issues where methods, precedents, responsibilities or solutions are not fully defined.
- Determine implementation priorities, governance controls, resource deployment and corrective actions

within approved program parameters, exercising discretion where competing organisational priorities, service impacts or implementation risks require balanced consideration.

- Develop and evaluate options for program sequencing, governance, process design, systems improvement, stakeholder engagement and change implementation.
- Determine when established change, project or improvement approaches are unsuitable and adapt methodologies to meet program and service requirements.
- Balance operational, statutory, technical, customer, financial, workforce, technological and organisational considerations when formulating recommendations.
- Exercise judgement within broad organisational goals, approved program outcomes, policies, budgets, delegations and governance requirements.
- Resolve cross-service dependencies, competing priorities and implementation barriers that cannot be effectively addressed within an individual service area.
- Assess the organisational consequences of implementation decisions and provide clear advice on risks, trade-offs, feasibility and long-term sustainability.
- Escalate matters requiring determination by accountable directors, the Executive Leadership Team or Council with a complete analysis of options, consequences and recommended action.

SPECIALIST KNOWLEDGE AND SKILLS

- Apply advanced organisational change, service improvement, process mapping, program governance, implementation planning and benefits realisation principles to complex service reform.
- Develop implementation options using qualitative and quantitative evidence, organisational analysis, service performance information and stakeholder insights.
- Interpret the interaction between statutory obligations, technical requirements, governance arrangements, financial sustainability, organisational policy and customer expectations.
- Design governance, workflow, reporting, assurance and change arrangements that support coordinated implementation across participating service areas.
- Apply strong knowledge of service design, business process improvement, digital enablement, data governance, systems implementation and organisational adoption.
- Understand Council's objectives, values, services and operating environment, including the broader legal, social, economic and political context in which local government operates.
- Evaluate implementation priorities, resource implications, organisational capacity, risks and expected benefits to support informed decision-making.
- Translate complex service and organisational issues into clear implementation plans, process designs, recommendations, roadmaps and decision papers.
- Apply advanced knowledge of organisational governance, change leadership and implementation management to direct complex reform programs involving multiple service areas, competing priorities and significant organisational interdependencies.

MANAGEMENT SKILLS

- Direct complex and interdependent service improvement and change initiatives within approved strategic, financial, governance and service parameters.
- Establish priorities, program structures, accountabilities, milestones, resource requirements, controls and assurance arrangements.
- Direct multidisciplinary project teams, consultants, contractors and business representatives to achieve approved program outcomes, establish performance expectations, monitor delivery and hold participants accountable for agreed responsibilities and milestones to ensure objectives are met having taken into consideration internal and external constraints and opportunities.
- Allocate and coordinate specialist resources across concurrent workstreams while responding to competing organisational pressures and changing priorities.

- Manage approved program budgets, consultant engagements and project resources in accordance with delegations, procurement requirements and financial controls.
- Establish and monitor performance expectations, delivery obligations and program outcomes for working groups, consultants, contractors and project participants, taking corrective action where agreed commitments, milestones or implementation objectives are at risk.
- Provide strategic guidance and direction to project teams, consultants, contractors and business representatives in accordance with approved governance arrangements.
- Build organisational capability by supporting leaders, transferring knowledge and embedding sustainable governance, improvement and change practices.

INTERPERSONAL SKILLS

- Persuade, influence and negotiate with directors, managers, employees, technical specialists, external partners and other stakeholders to achieve approved program outcomes and relevant Council objectives.
- Present complex implementation options, risks, evidence and recommendations clearly to senior leaders and governance forums.
- Lead consultation on sensitive service changes involving competing professional views, workforce impacts, service implications and public accountability.
- Resolve complex cross-functional disagreement by identifying shared objectives, testing assumptions and negotiating practical and sustainable outcomes.
- Build commitment to implementation priorities where the position cannot rely solely on direct authority.
- Facilitate strategic discussions, decision-making forums and workshops involving senior leaders, professional specialists and multidisciplinary stakeholders.
- Communicate difficult decisions and organisational impacts with clarity, transparency, sound judgement and respect.
- Represent Council professionally in discussions with consultants, partner organisations, government bodies and other external stakeholders on service improvement and change matters.

INFORMATION TECHNOLOGY SKILLS

- Use contemporary digital platforms to govern implementation programs, monitor delivery, analyse performance and communicate program information.
- Apply knowledge of enterprise systems, workflow automation, data, integration, reporting and digital service delivery when evaluating improvement options.
- Define strategic business requirements and expected service outcomes for technology-enabled improvements.
- Evaluate proposed digital solutions against agreed process design, service needs, information governance, implementation risk, customer impact and long-term sustainability.
- Use data visualisation, reporting and analytical tools to identify trends, test assumptions and support evidence-based decision-making.
- Maintain program records, decisions, actions, risks, assurance information and project documentation in accordance with Council's information management requirements.

CUSTOMER SERVICE SKILLS

- Place community and customer value at the centre of planning and development service improvement.
- Evaluate the accessibility, clarity, equity, responsiveness, efficiency and sustainability of services when developing improvement recommendations.
- Engage internal and external customers to understand service experiences, identify systemic concerns and test proposed improvements.

- Balance customer expectations with statutory obligations, technical requirements, financial sustainability, organisational capacity and equitable service delivery.
- Ensure service improvement initiatives include clear measures of customer, service and community outcomes.
- Communicate honestly and professionally about the purpose, scope, impact and progress of approved service changes.

EMERGENCY MANAGEMENT DUTIES

As and when required, assist in dealing with any emergency situation which affects the operation of the council and/or wellbeing of the community.

QUALIFICATIONS AND EXPERIENCE

- Tertiary qualifications in organisational change, organisational development, business, management, public administration, project management or a related discipline, together with extensive and diverse relevant experience.
- Extensive experience leading complex organisational transformation, service reform, operating model redesign or enterprise-wide change programs.
- Demonstrated experience developing strategic options, corporate frameworks, transformation roadmaps, governance arrangements and Executive-level recommendations.
- Demonstrated experience leading multidisciplinary professional teams, consultants, contractors and senior business representatives through significant organisational change.
- Extensive experience leading complex organisational transformation, service reform, business improvement or organisational change programs involving multiple service areas, competing priorities and significant organisational impacts.
- Demonstrated experience advising executives or governing bodies on complex organisational matters with significant operational, financial, workforce, service or reputational implications.
- Demonstrated experience leading technology-enabled transformation involving service redesign, enterprise systems, workflow improvement, data, automation and organisational adoption.
- Comprehensive understanding of local government governance, service delivery, financial accountability, political context and community expectations.

LICENCES AND MANDATORY REQUIREMENTS

- Current Drivers Licence.
- National Police Check (required to be supplied by the employee or prospective employee prior to commencement).
- Evidence of eligibility to work in Australia.
- Tertiary qualification in relevant discipline

EQUAL OPPORTUNITY EMPLOYER

Wodonga Council is an equal opportunity employer. We ensure fair, equitable and non-discriminatory consideration is given to all, regardless of age, sex, disability, marital status, pregnancy, sexual orientation, race, religious beliefs or other protected attribute. We recognise our proactive duty to ensure compliance with equal opportunity and to eliminate all forms of discrimination.

INHERENT REQUIREMENTS OF THE JOB

For details of the inherent requirements of the job, please see Attachment 2.

COGNITIVE JOB DEMANDS

The position is required to operate at the Team Leader level and will be required to demonstrate the personal competencies and behaviours detailed in the People and Performance Framework attached. The cognitive demands of the role include

- Having difficult or uncomfortable conversations
- Setting clear performance expectations of staff and contractors
- Working in a professional capacity within a political environment
- Being willing and able to adapt to change.
- Demonstrating resilience under pressure, and in changing and challenging circumstances.

KEY SELECTION CRITERIA

1. Demonstrated experience leading and implementing significant service reform, business improvement or organisational change programs, including translating strategic recommendations into practical actions, governance arrangements and measurable outcomes.
2. Demonstrated ability to translate approved recommendations and improvement priorities into integrated work programs, governance arrangements, implementation roadmaps, performance measures and practical delivery actions.
3. Advanced knowledge of organisational change, process mapping, service design, program governance, risk management and benefits realisation, applied across multidisciplinary service environments.
4. Demonstrated experience leading technology-enabled service improvement involving process redesign, business requirements, systems implementation, data, automation and organisational adoption.
5. Highly developed stakeholder engagement, facilitation, negotiation and influencing skills, including experience working with senior leaders, technical specialists and cross-functional teams to resolve barriers and embed sustainable improvement.
6. Tertiary qualifications in business, organisational development, change management, project management or a related discipline, together with extensive and diverse relevant experience leading complex organisational change implementation.

Staff member signature

People and performance framework

CUSTOMER SERVICE AND COMMUNICATION  Understanding and valuing our customer needs to make sure we provide quality customer service.		BUILD AND ENHANCE RELATIONSHIPS  Collaborating and working with our people and community.	PLAN, ORGANISE AND DELIVER  Performing work to the best of our ability to deliver successful outcomes for our people and community.
FUTURE FOCUS  Identifying ways we can do better and anticipating future opportunities.	PEOPLE DEVELOPMENT  Looking after the personal and professional growth of our people.	MANAGE HEALTH AND WELLBEING  Recognising the importance of staff health and wellbeing.	SAFETY AND RISK MANAGEMENT  Prioritising safe and ethical behaviour and decision-making in everything we do.

Customer Service and Communication

Demonstrates commitment to a high standard of service to customers and the community.	• Is helpful, shows respect, courtesy and fairness with staff and customers • Demonstrates empathy and a willingness to assist • Communicates information clearly • Listens and asks questions to understand customer needs and point of view • Proactively seeks solutions and keeps customers informed of progress • Operates within council procedures and policies • Writes in a way that is logical and easy to follow
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Build and Enhance Relationships

Works co-operatively and effectively with others.	• Demonstrates clear, open and honest communication • Works constructively to resolve conflict • Shows enthusiasm to help others • Listens and respects the value of different views, ideas and ways of working • Builds and sustains positive relationships with staff and customers • Actively participates in team and other activities • Keeps others informed and seeks clarification when required
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Plan, Organise, Deliver

Organises and prioritises own work to meet work commitments.	• Demonstrates effective use of time and resources to meet expectations and achieve outcomes • Understands what is required of the role and how this contributes to team priorities • Keeps appropriate people informed on progress of tasks and projects • Seeks information when required, demonstrates initiative • Undertakes to complete all tasks with a positive, can-do attitude
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Future Focus	
Looks for improvements and is adaptable to change.	• Understands council vision and purpose and how their role fits in • Is willing to adapt to changing processes, systems, technology and environments • Looks for improvements and better ways of doing things • Seeks support and clarification when required
People Development	
Welcomes opportunities for learning and self-development.	• Displays council values • Reflects upon own performance • Seeks and acts upon feedback • Sets goals for personal and professional development • Finds ways to learn and improve in the completion of day-to-day tasks • Takes responsibility for own work and meeting job requirements
Manage Health and Wellbeing	
Takes responsibility for self-care and managing work-life balance.	• Demonstrates effective time management and prioritising of tasks • Is aware of, controls and expresses their own emotions appropriately • Recognises when support is needed • Accepts responsibility for their own actions and outcomes • Is aware of the importance of self-care
Safety and Risk Management	
Takes responsibility for personal actions and reports safety and compliance concerns.	• Remains vigilant in ensuring a safe working environment for self and others • Is aware of risk and takes action to prevent problems • Reports hazards, incidents (including near misses) and compliance concerns in a timely way • Understands the importance of honesty and transparency • Avoids and discloses conflicts of interest and guards against the misuse of council resources and assets • Complies with policies and procedures

ATTACHMENT 2

FREQUENCY	% OF WORK DAY / TASK
Rare (R)	0-5%
Occasional (O)	6-33%
Frequent (F)	34-66%
Constant (C)	67-100%

INHERENT REQUIREMENTS OF THE JOB

Wodonga Council will provide reasonable adjustments to assist a person with a disability to perform these inherent

TASK	DESCRIPTION	INHERENT REQUIREMENTS	DEMAND	FREQUENCY			
				R	O	F	C
Managerial duties	Desk based duties relating to the role	- Liaison with staff of all levels - Liaison with external stakeholders and the general public - Phone use - Computer use - Data interpretation - Use of multiple computer systems - Photocopier use - Time management - Handwriting notes - Attending and facilitating meetings - Report writing - Policy development and review - Driving company vehicles - Operate within a budget - Involvement in strategic planning - Supervision/management of staff	Sitting				X
			Standing	X			
			Walking		X		
			Lifting < 10kgs		X		
			Carrying		X		
			Pushing	X			
			Pulling	X			
			Climbing	X			
			Bending		X		
			Twisting	X			
			Squatting	X			
			Kneeling	X			
			Reaching		X		
			Fine motor				X
			Neck postures				X
			Accepting instructions		X		
			Providing instructions				X
			Sustained concentration				X
			Decision making				X
			Complex problem solving				X
			Supervision of others			X	
			Interaction with others				X
			Exposure to confrontation		X		
			Respond to change				X
			Prioritisation				X

requirements of the job.