



# position description

POSITION TITLE	Director Community and Partnerships
CLASSIFICATION	Senior Officer (SO)
DIRECTORATE	Community and Partnerships
REPORTS TO	Chief Executive Officer
DIRECT REPORTS	Manager Community Development Manager Cultural Services Manager Child and Family Services Executive Manager Investment, Attraction and Advocacy
EMPLOYMENT STATUS	Contract, Full-Time, SO Contract
DECISION MAKING	This role has autonomy and makes decisions that are under their directorate. It refers to the Chief Executive Officer for decisions that require significant change to program outcomes or timeframes or are likely to escalate.
BUDGET	Budget and expenditure will be in line with Council delegations.
DATE OF APPROVAL	

## COUNCIL OVERVIEW

Wodonga Council's vision is to be a vibrant, well-planned city where people, nature, and opportunity thrive through connection, resilience, and leadership. This vision underpins our mission: Wodonga Council delivers efficient services and infrastructure through responsible financial management, ensuring value for the community and long-term sustainability.

Wodonga Council is committed to sustainable economic growth, responsible resource management, and fostering opportunities that enhance wellbeing, environmental sustainability, and community connection.

Governance is provided by seven elected councillors, with the Chief Executive Officer (CEO) responsible for implementing Council decisions. The CEO is supported by an organisational structure comprising two directors and over 300 staff, working collaboratively to deliver a broad range of services that meet the evolving needs of our community.

As leaders within the organisation, your work is central to how we bring this vision to life - through strategic planning, service delivery, and fostering a culture of resilience and connection.

## PRIMARY PURPOSE OF THE ROLE

Provide strategic leadership and oversight to multiple teams within Wodonga Council, ensuring alignment with the Council's strategic plans and Victorian legislation. This role encompasses cultural services, community

our values

TRUST - RESPECT - INTEGRITY - LEARNING

our mission

WE WILL STRENGTHEN THE COMMUNITY IN ALL THAT WE DO

development, child and family services and investment attraction and advocacy. The Director will advocate for the needs of the Wodonga community while fostering a culture of integrity, sustainability, and transparency.

#### FOUNDATIONAL CORE ACCOUNTABILITIES

- Organisational Leadership. Role models organisational values and leads with integrity, vision, and strategic influence. Shapes a culture of collaboration, inclusion, and high performance across the organisation.
- Strategic Direction and Delivery. Leads the development and execution of strategic plans aligned with organisational priorities. Oversees complex programs and initiatives, ensuring delivery of outcomes and trends that drive long-term value.
- Financial and Resource Stewardship. Provides strategic oversight of budgets, assets, and resources to ensure sustainability, efficiency, and alignment with organisational goals. Drives responsible short to long term financial planning and investment decisions using business acumen.
- Stakeholder and Partnership Engagement. Builds strategic relationships with community, business, developers, investors, industry and government (local, state, and federal). Represents the organisation with credibility and influence, fostering partnerships that support community outcomes, infrastructure priorities, and corporate objectives.
- Political Acumen and Councillor Engagement. Demonstrates awareness of the political landscape and the role of elected representatives in shaping organisational direction. Builds trusted relationships with councillors, understands their priorities, and navigates complex stakeholder dynamics with transparency, diplomacy and strategic insight. Supports informed decision-making by aligning executive advice with governance expectations and community outcomes.
- Governance, Risk and Compliance. Ensures robust governance practices and compliance with legal, regulatory, and ethical standards. Leads enterprise risk management and promotes transparency and accountability.
- Organisational Performance and Reporting. Drives performance monitoring and reporting frameworks to support evidence-based decision-making. Communicates insights and outcomes to executive leadership and governance bodies.
- Transformation and Innovation. Leads organisational change and transformation initiatives. Fosters a culture of innovation, continuous improvement, and adaptive thinking to respond to emerging challenges and opportunities.
- Workforce Strategy and Capability. Shapes workforce strategy, including capability development, succession planning, and organisational design. Champions leadership development and talent retention across the organisation.
- Digital and Data Leadership. Drives digital strategy and data-informed decision-making. Ensures systems and technologies are leveraged to enhance service delivery, efficiency, and innovation.
- Public Value and Community Impact. Ensures services and initiatives deliver public value and positive, sustainable, long term community outcomes. Embeds social, environmental, and economic sustainability into strategic planning and delivery.

#### PORTFOLIO ACCOUNTABILITIES

- Policy Development. Leads the development and oversight of policies and strategies that advance community wellbeing, cultural engagement, and economic growth. Ensures frameworks for child and family services, cultural programs, and investment attraction are integrated with Council's strategic objectives, legislative requirements, and principles of equity, inclusion, and sustainability.
- Cultural Services. Leads the strategic development and operation of cultural facilities and programs

that promote community engagement, tourism, and heritage. Ensures cultural initiatives reflect the Council's values and contribute to vibrant, inclusive, and economically sustainable community outcomes.

- **Community Development.** Provides strategic leadership of Council's community development and wellbeing functions. Leads a specialist team to enhance community health and wellbeing through inclusive, equitable, and forward-looking strategies. Oversees the development of facilities, environments, and services that respond to social and cultural trends, fostering a safe, healthy, and vibrant community.
- **Leadership of Child and Family Services.** Provides strategic and operational leadership of Council-delivered early years and family services—including kindergarten, childcare, maternal and child health, immunisation, and family support. Ensures service integration with state frameworks and delivery of positive, sustainable wellbeing outcomes for children and families.
- **Investment, Attraction and Advocacy.** Provide strategic leadership and oversight of Council's economic development and investment attraction activities, ensuring initiatives align with regional growth objectives, foster strong stakeholder relationships, and deliver sustainable community and economic outcomes.

#### KEY CHALLENGES

- Balancing diverse portfolio priorities—from cultural services and community wellbeing to economic development and early years programs—while ensuring strategic alignment and equitable resource allocation.
- Driving economic growth and investment attraction in a competitive regional environment, while maintaining strong advocacy and stakeholder relationships across government, industry, and community sectors.
- Delivering financially sustainable services and facilities in the face of rising operational costs, workforce shortages, and increasing community expectations for quality and accessibility.
- Ensuring compliance and governance across highly regulated areas such as child and family services, cultural programs, and economic development, within a dynamic legislative and policy environment.
- Fostering innovation and adaptability to respond to emerging social, cultural, and economic trends, while maintaining stability and continuity across critical community services.

#### KEY KNOWLEDGE, SKILLS AND EXPERIENCE

- Demonstrated leadership in integrated strategic planning and public sector governance, with cultural awareness and expert knowledge of the Victorian local government Integrated Strategic Planning and Reporting Framework, risk governance, and assurance obligations.
- Demonstrated executive-level financial acumen and resource stewardship, with a track record of managing complex local government budgets, aligning financial strategy with service outcomes, and ensuring long-term financial sustainability in a regulatory and publicly accountable environment.
- Demonstrated leadership of complex, multi-disciplinary corporate portfolios in local government, with preferably in a regulatory and community-facing environment.
- Authoritative understanding of Council's role in population health, early years, and community wellbeing, with demonstrated success in leading cross-sector strategies that respond to complex social and health challenges in partnership with government and community services.

#### ESSENTIAL REQUIREMENTS

- A tertiary qualification in Business Administration, Public Administration, or a responsible portfolio-related field. A postgraduate degree in Business Administration is desirable or post graduate qualifications in a related field.

- Successful completion of the AICD Company Directors Course, including all assessment components, and eligibility to use the GAICD post-nominal.
- A minimum of 10 years' senior leadership experience, ideally within local government, a government corporation, or a related field. Consideration will be given to the scale and complexity of previous roles, recognising that leadership experience may vary depending on organisational size and structure.

#### KEY RELATIONSHIPS

WHO	WHY
INTERNAL	
Council	Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects, and new initiatives.
Chief Executive Officer	Receive guidance and instruction, clarification and advice, and report on progress against work plans, discuss future direction and identify emerging issues/risk and their implications and propose solutions.
Executive Team	Collaborate, plan, receive and provide advice and align.
Direct Reports	Support, guide and manage performance.
Internal Stakeholders	Champion the Council's values and desired culture, respond to queries, exchange information, and work collaboratively to resolve issues.
EXTERNAL	
Government and Policy Partners	Influence, align, and respond to strategic planning, policy reform, and funding opportunities across cultural, community, and economic areas.
Other VIC Councils	Establish professional networks, share ideas and learnings, and collaborate on common responses to emerging social, cultural, and economic issues.
Infrastructure, Industry and Development Stakeholders	Ensure integrated infrastructure planning, enable economic development, and shape land use and investment outcomes that support regional growth.
Knowledge, Innovation and Community Partners	Drive innovation, social outcomes, and collaborative planning to enhance community wellbeing and economic sustainability.
State Agencies for Child and Family Services	Align Council-delivered early years and family services with state frameworks and advocate for resources and policy improvements.
Arts, Culture, and Tourism Bodies	Partner to promote cultural programs, tourism initiatives, and heritage projects that contribute to vibrant and inclusive community outcomes.

## COUNCIL EMPLOYEE VALUES AND BEHAVIOURS

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 FOR THE ROLE

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

## People and performance framework

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

### Customer Service and Communication

<p>Engages with community and internal stakeholders to assess future needs and identify ways of improving standards of customer service delivery.</p>	<ul style="list-style-type: none"> <li>• Promotes positive customer service behaviours</li> <li>• Initiates and seeks feedback on customer service expectations and experiences</li> <li>• Identifies best practice and service improvement opportunities</li> <li>• Considers the community impact, perspective and experience in decisions impacting service delivery</li> <li>• Prepares written material that is succinct, considers alternate views and is persuasive</li> </ul>
---	---

### Build and Enhance Relationships

<p>Builds and sustains important networks of people, groups and organisations, internally and externally.</p>	<ul style="list-style-type: none"> <li>• Builds networks within and outside the organisations, and recognises opportunities for collaboration</li> <li>• Builds a strong, collaborative team promoting diversity and inclusion and maximises the benefits of diversity and difference</li> <li>• Promotes the sharing of knowledge, skills and resources across council</li> <li>• Acts with political nous</li> <li>• Engages, negotiates and influences diverse groups of internal and external stakeholders</li> <li>• Empowers and motivates others towards a shared agenda</li> </ul>
---	--

Plan, Organise, Deliver	
Balances operational and strategic priorities to ensure performance against council plans.	<ul style="list-style-type: none"> <li>• Builds teams with diverse and complementary skills and drives delivery of council plans</li> <li>• Monitors performance and implements measures to achieve council plans</li> <li>• Balances priorities of teams to ensure effective distribution of resources</li> <li>• Creates opportunities for consultation and feedback from stakeholders to create shared ownership</li> <li>• Manages risks and ensures business continuity in an uncertain environment</li> <li>• Recognises problems, takes corrective or preventive actions and keeps people informed of plans, progress, adjustments and decisions</li> </ul>

Future Focus	
Drives the achievement of the council vision and future readiness.	<ul style="list-style-type: none"> <li>• Clearly communicates council vision, purpose and plans</li> <li>• Ensures goals and priorities for teams are clear and align with strategic priorities and council vision</li> <li>• Demonstrates ability to critically evaluate existing processes for efficiency, quality and service delivery</li> <li>• Draws on best practice to develop and implement sustainable, evidence-based systems and programs</li> <li>• Leads teams to develop and implement innovative solutions to challenges and problems</li> <li>• Establishes processes to plan and manage the implementation of change</li> </ul>

People Development	
Builds and sustains high-performing teams aligned around common goals.	<ul style="list-style-type: none"> <li>• Leads with clear purpose and direction and instils the importance of living council values</li> <li>• Recognises talent and potential, identifies strengths and builds capabilities of staff</li> <li>• Establishes meaningful targets that are specific and measurable</li> <li>• Coaches and mentors to achieve results and develop the capabilities of others</li> <li>• Prioritises action to address unsatisfactory performance and conduct, and behaviours that are inconsistent with council values</li> </ul>

Manage Health and Wellbeing	
Demonstrates emotional intelligence and ensures staff wellbeing is prioritised.	<ul style="list-style-type: none"> <li>• Promotes and allocates time for staff participation in health and well-being initiatives</li> <li>• Promotes positive workplace behaviours, celebrates team success and enjoyment at work</li> <li>• Demonstrates good situational awareness and manages challenging and complex issues, calmly and logically</li> <li>• Engages in self-reflection and seeks mentorship</li> <li>• Maintains a positive outlook, demonstrating persistence in the face of setbacks</li> <li>• Enables reporting of concerns and takes appropriate action to address the issues raised</li> </ul>

Safety and Risk Management	
Develops and implements systems to ensure organisational integrity and people's safety.	<ul style="list-style-type: none"> <li>• Practices risk-based decision-making within organisational tolerances</li> <li>• Encourages the taking of calculated risks and provides a supportive environment to critically review and assess outcomes</li> <li>• Considers safety when developing new processes, systems, procedures or purchasing new equipment</li> <li>• Ensures ethical decision-making and priority is given to the safety of staff and the public</li> <li>• Reviews plans regularly to identify and address changing or emerging risks and issues</li> </ul>



## ATTACHMENT 2: INHERENT REQUIREMENTS OF THE JOB

Wodonga Council will provide reasonable adjustments to assist a person with a disability to perform these inherent requirements of the job.

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

TASK	DESCRIPTION	INHERENT REQUIREMENTS	DEMAND	FREQUENCY			
				R	O	F	C
Director's administrative duties	Desk based duties relating to the role	<ul style="list-style-type: none"> <li>Liaison with staff of all levels</li> <li>Liaison with external stakeholders and the general public</li> <li>Phone use</li> <li>Computer use</li> <li>Data interpretation</li> <li>Use of multiple computer systems</li> <li>Photocopier use</li> <li>Time management</li> <li>Handwriting notes</li> <li>Attending and facilitating meetings</li> <li>Report writing</li> <li>Policy development and review</li> <li>Driving company vehicles</li> <li>Operate within a budget</li> <li>Involvement in strategic planning</li> <li>Supervision/management of staff</li> </ul>	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
			Major 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