Bayside Council
Serving Our Community

DIRECTOR CITY PERFORMANCE
CANDIDATE INFORMATION PACK
July 2022

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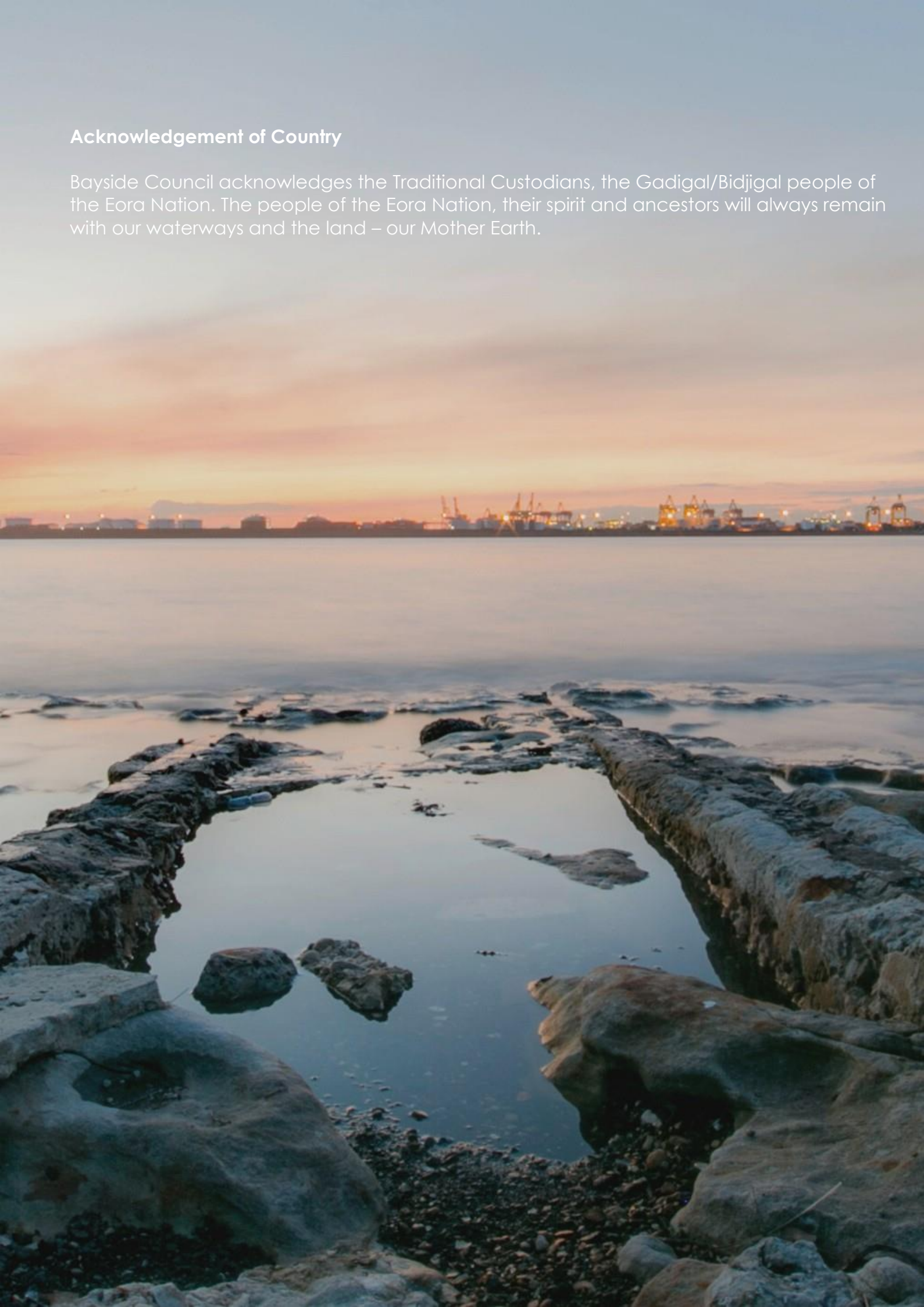
Acknowledgement of Country

Bayside Council acknowledges the Traditional Custodians, the Gadigal/Bidjigal people of the Eora Nation. The people of the Eora Nation, their spirit and ancestors will always remain with our waterways and the land – our Mother Earth.

A MESSAGE FROM OUR GENERAL MANAGER

Thank you for your interest in becoming part of the Bayside Council Team and for considering this important and genuinely challenging role.

Bayside is home to Sydney's most significant gateways, with Kingsford Smith Airport and NSW Ports centrally located in our area. As a result, we have a vibrant industry and business sector complemented by neighbourhood retail hubs scattered throughout our suburbs, providing a range of dining and retail experiences.

The eight-kilometre foreshore of Botany Bay provides ample opportunities for recreation and water sports. We are an active community, passionate about our sports. Our fields and facilities are used year round for all levels of sporting activities - from grass roots to elite.

We are a diverse and changing community. Many of our residents are new arrivals but we are also home to a large cohort who have lived in this area their whole lives. There are still unresolved legacies arising from the 2016 amalgamation of two very different communities, but we are committed to strengthening the Bayside identity and brand.

As an organisation we have a focus on innovation, customer service, resilience, the environment and the 'look and feel' of our public spaces. Our Mayor and Councillors have reflected these priorities in the Community Strategic Plan and our recently adopted organisational structure has been fine tuned to appropriately resource these priority areas.

We're on the journey but there is still a lot to be done to improve our processes and achieve consistent quality of service across the organisation. We've invested in planning and developing the roadmap and now we're looking for the right person to review and refine that work and to help drive its implementation.

ABOUT BAYSIDE COUNCIL

Bayside Council is located in the inner southern suburbs of Sydney, about 7-15kms south of the CBD. It was created in 2016 via a merger of the former City of Botany Bay and Rockdale City Council. It is an established part of Sydney's urban fabric and contains nationally significant ports (Sydney International Airport and Port Botany) and there are large tracts of industrial land in Mascot, Botany, Banksmeadow, Arncliffe and Wolli Creek. Some of this is being redeveloped into high density residential areas. The remainder of the City is primarily established low density residential with smaller pockets of commercial, retail and industrial land.

Bayside is a cultural mix of communities from Australia and all over the world living in a diverse landscape of urban sprawl, medium density and high-rise development, alongside beautiful beaches, parklands, and natural wetlands.

The local government area stretches over 29 suburbs from Bexley and Kingsgrove in the west, to Pagewood and Daceyville in the east, Arncliffe in the north through to Mascot and down to the coastal communities of Brighton Le Sands and Sandringham.

Changing and emerging patterns of employment coupled with improvements to existing public transport links and State Government plans for new Train Links and light rail services will strengthen Bayside's position as a location of choice for residential living.

Our community

Bayside has a population of 193,182 people (ABS ERP 2022). This is projected to increase by 10.17% to around 212,836 people in 2036. 47% of the community were born in Australia and 1% of these are indigenous. 73.7% are Australian citizens.

The Bayside community is diverse with 41% of the population born in countries where English is a second language and practising more than 60 religions.

The main overseas countries of birth are China, Nepal, Bangladesh, England, and Indonesia. 8.2% of residents do not speak English fluently. Improvements to health services and more positives attitudes to ageing have seen the number of residents aged 70 years and over increase by 1% to 10.5%. Conversely Bayside's population of people aged 25 - 34 years is significantly higher than the Greater Sydney average with 19.7% compared to 16.1%.

Where do we live

Increasing urbanisation of the area into increasing numbers of medium and high density housing has impacted on where and how we live. Bayside is spread over 50 square km with 35.6 persons for every hectare.

In 2016 the dominant household type in Bayside was couple families with dependents and will remain the dominant household type by 2036. In the Bayside area, 55% of households were purchasing or fully owned their home, 32.4% were renting privately, and 4.2% were in social housing. While 29.8% of these households are lived in by couple families with children, 25.7% house people living alone.

Future population

In 2016, Bayside's population was 156,000 and in 2022 is estimated to have grown to 193,182 people. By 2036 Bayside's population is estimated to have grown by 10.17% and there will be around 212,000 people living in just over 83,000 dwellings. Between 2016 and 2036, the Bayside population is forecast to increase by over 50,000 people, a growth rate of 31%. In 2016 the dominant household type in Bayside was couple families with dependents and will remain the dominant household type by 2036.

In 2036 we will be:

13,446 children (**0–4 years**), an increase of 3,327 (6.3%)

15,300 primary school aged children (**5–11 years**), an increase of 2,954 (7.2%)

12,003 secondary school age students (**12–17 years**), an increase of 2,766 (5.6%)

40,147 people in the young workforce (**25–34 years**), an increase of 9,484 (18.9%)

45,846 parents and homebuilders (**35–40 years**), an increase of 12,202 (21.5%)

23,238 older workers and pre-retirees (**50–59 years**), an increase of 4,958 (10.9%)

18,726 empty nesters and retirees (**60–69 years**), an increase of 4,036 (8.8%)

19,379 seniors (**70–84 years**), an increase of 5871 (9.1%)

4,740 elderly people (**85 and over**), an increase of 1,067 (2.2%)

24,289 couple families with dependants, an increase of 4,947 (29.8%)

21,104 couples without dependants, an increase of 6,463 (25.8%)

4,566 group households, an increase of 1,429 (5.6%)

21,009 lone person households, an increase of 7,045 (25.7%)

Our economy

There are over 17,692 local businesses in the Bayside LGA. Over 50% of the major industries in the area are in construction, transport, postal, warehousing administration, retail, and professional or technical services. There are over 94,000 jobs in the LGA and over 98,000 residents who are employed.

Bayside Wards

About Bayside Council

Bayside Council is represented by 15 Councillors, each elected by the people who live in Bayside's 5 wards (3 per ward).

Our Mayor is Dr Christina Curry, elected in January 2022 for 2 years and our Deputy Mayor is Councillor Scott Morrissey.

Council meetings are held on the 4th Wednesday of every month. There are also Committee meetings (City Planning and Environment, City Services, City Works & Assets, and Corporate Performance) that are held on the first and second Wednesday of the month.

Bayside Brand

Our Brand was established through a community competition in April 2017.
The Bayside brand depicts a boat on the sea, aligning to the relaxed lifestyle for residents and welcoming environment for visitors along our foreshore areas around Botany Bay. We continue to roll out the Bayside Brand across our community.

Initially, efforts were directed towards branding our high-profile places including major thoroughfares, gateways, parks and buildings as well as our busier suburban streets. We are now completing the roll out of suburban street signs and replacement signage in our local streets and smaller, pocket-parks and reserves. We continue to build the Bayside brand, and this is strongly reflected in all our corporate communications and messaging to our community.

Our Mission

We embrace the concept of community capacity building: that is, facilitating the ability of community members, governments and businesses, to take the steps to find solutions to issues in their own communities.

We face many challenges in forthcoming years that will be proactively addressed by maintaining financial discipline, building on our public and private partnerships, and collaborating to provide best value services to the community.

Our Strategic Plan sets out how we will continue to do our share towards making Bayside a highly attractive place to live, work and invest. Our community told us that by 2032 they wanted Bayside to be a vibrant place with our people connected in a creative city. They want Bayside to be a green, resilient and sustainable area hosting a prosperous community.

We have built our strategies and plans to deliver this vision by setting all actions and goals to meet the following four key themes:

Theme One

In 2032 Bayside will be a vibrant place

Neighbours, visitors, and businesses are connected in dynamic urban environments. People are proud of living and working in bayside. Built forms are sympathetic to the natural landscape and make our area a great place to live.

Theme Two

In 2032 our people will be connected in a creative city

Knowledge sharing and collaboration ensure that we have the expertise and relationships to lead with integrity, adapt to change, connect vulnerable people to community, build resilience and effectively respond in times of adversity and stress. Our strong connections help our diverse community to equally valued.

Theme Three

In 2032 Bayside will be green, resilient, and sustainable

Our natural assets and biodiversity are protected and enhanced through collaborative partnerships, to benefit a healthy environment now and in the future. The community is resilient, and confident in its ability to work together to thrive, adapt and recover from risks and climate events. Energy, resources, and waste are managed sustainably.

Theme Four

In 2032 we will be a prosperous community

Business innovation, technology, flourishing urban spaces and efficient transport attract diverse business, skilled employees and generate home-based business. Growth in services to the local community generate employment support, a thriving community, and livelihoods. Council is viable across its quadruple bottom line: social, environmental, economic, and civic leadership.

Quick Facts

Population	193,182 (ABS ERP 2022)
Population Forecast 2036	212,836
Population per Councillor	12,879
Land Area	49.9 km2
Persons per km2 (Population Density)	3,871
Time Zone	Australian Eastern Standard Time zone
Dwellings	71,968
Dwellings Forecast 2036	83,746
Gross Regional Product (GRP)	$14.01 billion
Local Businesses	17,692
Local Jobs	94,713
Employed Residents	98,432
Employment Sectors	Transport, Postal and Warehousing
Population Age Profile	15% of the population aged less than 20 50% of the population aged between 20-30 35% of the population aged older than 30
Average Household Size	2.65 people
Number of Staff (FTE)	759
Number of Councillors	15
Number of Parks & Reserves	333
Public Libraries	8
Public Halls	10
Swimming Pools	2
Total Road Length	365km
Total Footpath Length	684km
Open Public Space	396 ha
Coastline & Foreshore	8km
Playgrounds	125
Sportsfields	24
Off-Leash Dog Exercise area	12

DID YOU KNOW

Council is responsible for maintaining...

11,232 trees planted

125 playgrounds

24 sports fields, netball and basketball courts

8km of coastline and foreshore

12 dogs-off leash exercise areas

13.3km of shared pathways

7 golf courses

2 swimming pools

1 ocean baths

684km of footpaths

2 skate parks

333 parks and reserves

Organisational Structure

Council

General Manager

OFFICE OF THE GENERAL MANGER	CITY FUTURES	CITY LIFE	CITY PERFORMANCE	CITY PRESENTATION
Office of the General Manager	City Infrastructure	Community Life	Customer Experience	City Works
Business Transformation	Development Services	Compliance & Community Safety	Finance	Parks & Open Space
City Projects	Strategic Planning	Environment & Resilience	Governance & Risk	Waste & Cleansing Services
Communications & Events		Libraries & Young People	Information Technology	Nursery
Office of the Mayor			Procurement & Fleet	
			Property	

POSITION DESCRIPTION

Director City Performance

The Director will provide high level strategic direction and leadership in the delivery of corporate services and support functions, and governance and risk frameworks for Bayside Council.

The role is responsible for delivery of finance, procurement and contract management, information management and technology, customer experience (including customer service, records management and place management), property management and governance, risk and audit functions.

Key Accountabilities

- Lead and implement robust governance and risk management frameworks and strategies to ensure risks are identified and controlled across all Council activities.
- Lead and support teams in the timely and accurate preparation of budgets, annual financial statements and plans to assist in the execution of financial control and transparent resource management across Council.
- Lead implementation of contemporary frameworks and plans for delivery of information technology systems and services to meet client needs and expectations, and to reflect the evolving and changing landscape of new technologies.
- Oversee delivery of best practice procurement services and processes to meet legislative and Council requirements.

- Oversee the design, development, delivery and evaluation of an Information and Records Management Strategy for Council to achieve business improvements.
- Drive evidence based and transparent decision making, and evaluation and continuous improvement of integrated systems and processes to optimise innovation, responsiveness, business performance and sustainable outcomes.
- Provide clear direction and action on agreed plans to enable organisation alignment, and a focus on the achievement of goals.
- Engage and consult with stakeholders to identify their requirements and use this information to enable organisational direction, strategy and action.
- Promote the positive and collaborative culture and values of the organisation through open, fair and transparent decision making and ethical, professional behaviour.

Key Challenges

- Leading implementation of critical and imperative changes, and strategic initiatives, achieving high levels of ownership and compliance.
- Identifying and resolving significant, complex and sensitive service delivery issues in a manner that provides for evidence based and transparent solutions and incorporates stakeholder requirements.
- Balancing community expectations, staffing and resources and government requirements in a politically sensitive environment.
- Delivering value for all stakeholders in an ethical, social and environmentally responsible manner.

Role Dimensions

- The role operates with a high level of autonomy and is fully accountable for the delivery of initiatives and projects, on time, within budget and to meet expectations in terms of quality, deliverables and outcomes.
- Accountable for implementing the decisions made by the governing body and General Manager of Council, and for undertaking functions delegated by the General Manager.
- Guided by Council strategic plans, statutory guidelines and relevant legislation.
- Determine day-to-day Department priorities in line with approved budget and Council's statutory functions.

- Tertiary qualifications and experience in a relevant field.

Below is the full list of competencies adapted from the NSW Public Sector Capability Framework and the level required for this role. The competencies in bold are the focus competencies for this role. Refer to the next section for further information about the focus competencies.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	**Display Resilience and Courage**	**Advanced**
	Act with Integrity	**Advanced**
	Manage Self	Highly Advanced
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	**Advanced**
Results	**Deliver Results**	**Highly Advanced**
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	**Advanced**
Business Enablers	**Finance**	**Highly Advanced**
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	**Advanced**
People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	**Advanced**
	Manage Reform and Change	**Advanced**

The focus competencies for the role are the competencies in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to the government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	• Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Advanced	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Highly Advanced	• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Results Demonstrate Accountability	Advanced	• Oversee the design, development and implementation of systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Establish monitoring of and compliance with legislative and regulatory frameworks • Ensure sound risk management principles and strategies are incorporated into business planning
Business Enablers Finance	Highly Advanced	• Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation • Define organisational directions and set priorities and business plans with reference to key financial indicators • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services • Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals • Establish effective governance to ensure the ethical and honest use of financial resources across the organisation • Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation
Business Enablers Project Management	Advanced	• Oversee and direct the preparation of scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Ensure transitions between project stages are managed and that changes are consistent with organisational directions
People Management Optimise Business Outcomes	Advanced	• Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes
People Management Manage Reform and Change	Highly Advanced	• Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies • Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Anticipate, plan for and address cultural barriers to change at the organisational level

Corporate Obligations

Budget	Council adopted budget for financial year.
Delegations	Decisions associated with this position are to be made in accordance with the Delegations of Authority approved by the General Manager.
Risk Management	Contribute to Council's risk management framework.
Integrated Management Systems	Continually review policies, procedures & processes to increase organisational effectiveness and efficiency and create a culture of innovation and continuous improvement.
Workplace Health and Safety	**Directors** have the overall responsibility, accountability and authority to provide a healthy and safe workplace for all workers under his or her control. In addition to responsibilities noted in their position description, will have the following work, health and safety (WHS) responsibilities: • Gain knowledge of WHS matters, develop an understand of the hazards and risks involved in Council operations • Implement WHS information within Council's Safety Management System (SMS) for complying with any legal duty or obligation • Ensure appropriate resources are available to develop, implement, monitor and continually improve WHS to meet the WHS objectives and implement strategies. • Ensure adequate consultation of WHS issues across Council and that WHS reporting, risk assessment and incident investigations are established, monitored and reviewed, including notifiable (critical) incidents • Ensure that all Managers implement policies and procedures for their specific Service Unit which reflect Council's SMS, and • Ensure that all Managers are provided with the necessary knowledge and skills to effectively enable them to carry out their WHS responsibilities and assess their WHS performance through KPIs noted in all Service Units and Individual Work Objectives. **INDOOR EMPLOYEE:** To be aware of appropriate procedures in relation to safe manual handling techniques when undertaking work tasks, including: • Lifting/moving files, storage boxes etc, • Moving equipment for set up and storage,

	• Moving tables and chairs for meetings or training, • Sitting and working posture when in meetings and at the workstation.
Code of Conduct	All staff are required to adhere to the Code of Conduct and associated policies, including, but not limited to Gifts and Benefits policy; Secondary Employment policy; Public Interest Disclosure policy; and Bullying & Harassment Prevention policy.
Customer Service	Provide quality customer service to external and internal customers in accordance with Council's values, policies and procedures.
Records Management	Comply with Council's Records Management policies, procedures and guidelines.
Disclosures of Interest	Disclose pecuniary interests (if a designated person in accordance with s 441 of the Local Government Act 1993).
Equal Employment Opportunity	Comply with EEO based legislation and Council's policies, procedures and guidelines.

HUMAN RESOURCES USE

Does this position fall under the definition of child related employment?	**No**
Does this position require incumbent to undergo criminal reference check?	**yes**
Does this position require incumbent to demonstrate good driving record or possess a specific licence?	**No**
Specify licence: Class C Drivers Licence	
Will incumbent need to make disclosure of pecuniary interest?	**Yes**
Could there be a conflict of interest with secondary employment?	**Yes**

Benefits

An attractive remuneration package will be negotiated with the successful applicant under a 5 year standard senior staff contract.

CONTACT INFORMATION

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