



# INFORMATION PACK

Director, Community  
& Customer Experience

April 2021

### **Acknowledgement of Country**

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the traditional custodians of this land and pay respects to Elders both past and present and leaders emerging.



# Our history, our community, our future.

Our history and heritage is a big part of Woollahra's story. Preserving, protecting and celebrating our past is a common thread that runs through our projects, services and applications from the community. Just as our history is important, so too is planning for our future and doing all we can to engage our community to help us plan ahead to ensure the best possible future for our local area.



# Vision statement

We will work together to enhance our harbour-side location and achieve an outstanding environment, which is characterised by its natural beauty and distinctive and diverse residential, heritage and commercial areas.

The Council will support and promote active community participation to achieve a healthy social environment, appropriate cultural services and an efficient infrastructure.

We will continue to promote the unique and enviable richness and diversity of the Local Government Area (LGA) and the Council's commitment to high standards and quality service for the benefit of the community.

## Our values

- Respect for people
- Integrity and excellent performance
- Professional, quality service
- Open, accountable communication.

Macquarie Lighthouse



# General Manager's message to applicants



Why working  
with us will be one  
of the best decisions  
you will ever make.

We are offering much more than just one of Sydney's best harbourside office locations; we are offering an opportunity to take part in the transformation of our organisation, which is focused on growing, adapting and improving as we embark on our journey to create a culture of excellence.

We are looking for an inspirational leader for the newly created role of Director Community & Customer Experience. In this role you will be instrumental in leading us toward a future where the entire organisation is dedicated to improving the customer experience.

You will need to be an exceptional, proven people leader with the skills and abilities to influence, drive and embed positive change across the organisation and be someone who really cares about the development of their people. We are looking for someone who can establish strong, strategic partnerships internally and externally and who can advocate on behalf of Council and the community.

As part of the Woollahra Council leadership team, you will have the opportunity to extend your leadership skills and demonstrate your experience in leading people in a way that encourages and develops their strengths and their growth and by delivering the services our community deserves in a way that makes us all proud.

Woollahra Council already has a strong reputation; we are an industry leader, are financially sound and are absolutely dedicated to improving the lives of everyone within our local government area. We have high ethical and professional standards that make the decision to come and work with us an easy one. We have loyal, professional employees who want to make a positive, shared contribution to our place. We are dedicated to looking after our staff, because if we look after our people, we will be better placed to be able to look after our community. This is the kind of leadership we are looking for.

If this sounds like the kind of workplace environment and culture you would like to be part of, we would welcome an application from you.

**Craig Swift-McNair**

General Manager

# Director, Community & Customer Experience:

## The Person

### About you

We are looking to engage a professional who has all the skills and attributes necessary to deliver for our community. You can either be someone holding a similar position today or be an experienced aspiring applicant ready to make the next step in your career.

We are seeking a strategic leader open to ideas, with outstanding communication skills and who understands the challenges of delivering an improved customer experience across a range of services within local government.

### You will be a high achiever with:

- Demonstrated experience in leading teams to achieve high performance outcomes with strong coaching skills and the ability to develop team capabilities.
- Highly developed skills in effectively managing change.
- Demonstrated senior management experience with a reputation as a strong and accountable leader that consistently drives high performance.
- Extensive experience in stakeholder and relationship management that assists in delivering successful outcomes.
- A collaborative team player who can work across the organisation to deliver shared outcomes within a complex business environment.
- Demonstrated experience in leading organisation-wide customer experience transformation.
- Current Working with Children Check.

- Extensive demonstrated experience in leading a range of the following functions:
  - Customer Experience;
  - Communications;
  - Community Engagement;
  - Community Development;
  - Cultural Development and
  - Library Services.
- Senior level experience in staff management, financial management, policy development and project management.
- Ability to engage in strategic, innovative thinking, with the skills to be able to identify, develop and implement opportunities for improvement.
- Highly developed political awareness.
- Well-developed analytical thinking, creative thinking and problem solving skills.
- Tertiary qualifications in business, management or a relevant field.

### Desirable Criteria:

- Relevant postgraduate qualifications.

# Director, Community & Customer Experience:

## Direct Responsibilities

### Key Functions:

The key functions that the Director Community & Customer Experience will be responsible for are:

- Customer Experience
- Communications
- Community Engagement
- Community Development
- Cultural Development
- Library Services.

### Responsibilities

- To provide inspirational and innovative leadership across the organisation, with the key focus being to drive the strategic direction of Council, whilst leading staff across the Community and Customer Experience Division, to drive and deliver on key outcomes, corporate priorities and responsibilities.
- To be an exceptional, proven people leader with the skills and abilities to influence, drive and embed positive change across the organisation and be someone who cares about the development of their people.
- To lead the transformation of the customer experience by creating strong, strategic partnerships, both internal & external.
- To advocate on behalf of Council and the community, through strategic and proactive communication and connecting with our community through advanced community engagement practices.
- To provide responsive and appropriate community services to the Woollahra community that enhances the liveability and inclusiveness of the Local Government Area (LGA).
- To deliver a range of inspirational cultural development opportunities for the community through an offering of cultural programs, exhibitions and events across the LGA.
- To continue to develop our libraries as places that encourage connection to others in the local community and where we deliver a range of responsive, accessible programs and events that encourage people to learn new things, develop ideas and feel inspired.
- To effectively direct, motivate and manage staff and the Divisions resources to achieve efficiency and effectiveness, in line with corporate priorities and responsibilities.
- To be an influential and collaborative member of the Executive Leadership Team (ELT), to drive the strategic direction of Council and to support the ongoing development of our people.

# Our history, our community

## History

The original custodians of Woollahra were the Gadigal and Birrabirragal Aboriginal people. European settlement dates from 1790, although development was minimal until the 1860s when the Woollahra district became a Local Government Area.

Woollahra largely developed as a residential locality. A few small local industries were established in Woollahra, Double Bay and Paddington, but with the gentrification of Paddington and Woollahra in the 1960s, most of these cottage industries had vanished by the end of the 20th century.

Woollahra's cultural heritage has been enriched by the influx of people from many different cultural backgrounds. Some of the influential immigrants to Woollahra have been the Chinese market gardeners, who began leasing land in Double Bay gully and Rose Bay in the 1880s; the Portuguese whalers who settled at Watsons Bay in the 19th century, building a church and becoming a part of the village life, and the many Europeans who migrated after World War II and helped change the face of commercial centres such as Double Bay.



Watsons Bay, 1905

### Woollahra Council was proclaimed in 1860

On 6 June 1860, one week after the successful candidates were announced in the first poll of Woollahra electors, seven of the nine newly endorsed representatives held the first meeting of Woollahra Council. This gathering, in the city offices of the solicitor Councillor Richard Holdsworth, represents the beginnings of municipal administration in our area, and the minutes, handwritten on page 1 of the first velum-bound minute book, still survive in the archives of council.

Early Municipal boundaries did not include Paddington, which was a prosperous and independent area in the late 19th century. Vaucluse residents also wanted to govern themselves and tried several times to break free from Woollahra (which they claimed was too far away!). They were successful in 1895.

The three councils – Woollahra, Vaucluse and Paddington operated independently until 1948, when the *Local Government Act* was passed to reduce the number of local government areas. This resulted in



Vaucluse being reunited with Woollahra. Paddington became part of the City of Sydney, until 1968. The boundaries have remained largely unchanged ever since. Despite recent unsuccessful attempts by the State Government to proceed with the forced amalgamation of Woollahra Council with neighbouring councils, Randwick and Waverley, Woollahra Council remains a stand-alone organisation with a strong, sustainable future.

Historic Redleaf (formerly a house built in 1863) was acquired by Woollahra Council in 1947 and has been our home ever since. Additions were made to the building in the early 1960s to create more office space. In 1999 Woollahra Council commenced substantial restoration and improvements to the historic building and moved back into the renovated, award- winning site in 2001. The Council is now the central office space and location for Council and Committee meetings. Our customer service centre is located here and members of the public enjoy the grounds and the building during public events and opening hours.

Council Chambers at Redleaf



# Woollahra today

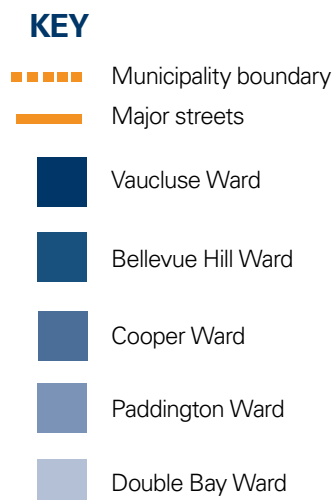
The Woollahra Council area is made up of 12km<sup>2</sup> of now mostly residential and some commercial areas, parklands and military reserve.

## The area

Woollahra is an area steeped in natural beauty and heritage appealing to residents, visitors and tourists who enjoy its many parks, waterfront locations and historical buildings. Our community is culturally diverse, creative and well educated, featuring a skilled and varied business community.

The name 'Woollahra' is thought to be derived from an Aboriginal word meaning 'meeting ground'. Located in Sydney's eastern suburbs, near the Sydney CBD, Woollahra is bounded by Sydney Harbour in the north, the Waverley Council area in the east, Randwick City in the south and the City of Sydney in the west. It includes the suburbs of Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay (part), Vaucluse (part), Watsons Bay and Woollahra.

Woollahra Council has 15 Councillors and is divided in five wards: Vaucluse, Bellevue Hill, Cooper, Paddington and Double Bay. Three councillors serve constituents in each ward.







Double Bay



Murray Rose Pool



Cooper Park

## Our people

In 2016 our population was 58,290. We are mostly a community of families, young adults, and older people, with the population ageing at a rapid rate and a growing number of couples with children. Woollahra has statistically higher percentage of people over the age of 60 than many other parts of Sydney.

Residents from a diversity of cultural backgrounds live here. Some areas of Woollahra have a transient population, with over 50% of residents moving to the area since 2001.

## How we live

In many suburbs, most of our housing is medium or high density with a high proportion of people living in flats and about 50% of housing being single dwelling. We also have a high number of single person households.

What defines us is our beautiful harbourside location, our attractive streetscapes, our heritage sites and our valuable world class heritage precinct of Paddington with character filled suburbs of Watsons Bay, Rose Bay, West Woollahra and Darling Point.

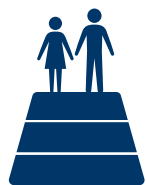
## Significant sites and monuments

The area is culturally and historically rich with many sites of Aboriginal significance, heritage conservation areas and items listed on the Register of the National Estate. Major natural features of our area include Sydney Harbour National Park and Gap Park, Watsons Bay. Woollahra's leafy harbourside parks and beaches are a major attraction for its community and visitors. Woollahra also has the greatest concentration of private galleries and major art auction houses in Australia. There are a large number of significant sites and monuments in Woollahra that commemorate and celebrate the history of the area and its people.

# Budget Highlights for 2020/21

## Woollahra Council

Here are some of the key projects and services we will be investing in during 2020/2021.



**\$4.1m**

on road, footpaths and kerb and gutter renewal and upgrade



**\$2.52m**

to support small local businesses and commercial centres



**\$320k**

for the new Woollahra Gallery at Redleaf



**\$250k**

on playground renewal works at Plumb Reserve



**\$2.7m**

on parks and open space projects



**\$360k**

to support housing for victims of domestic violence

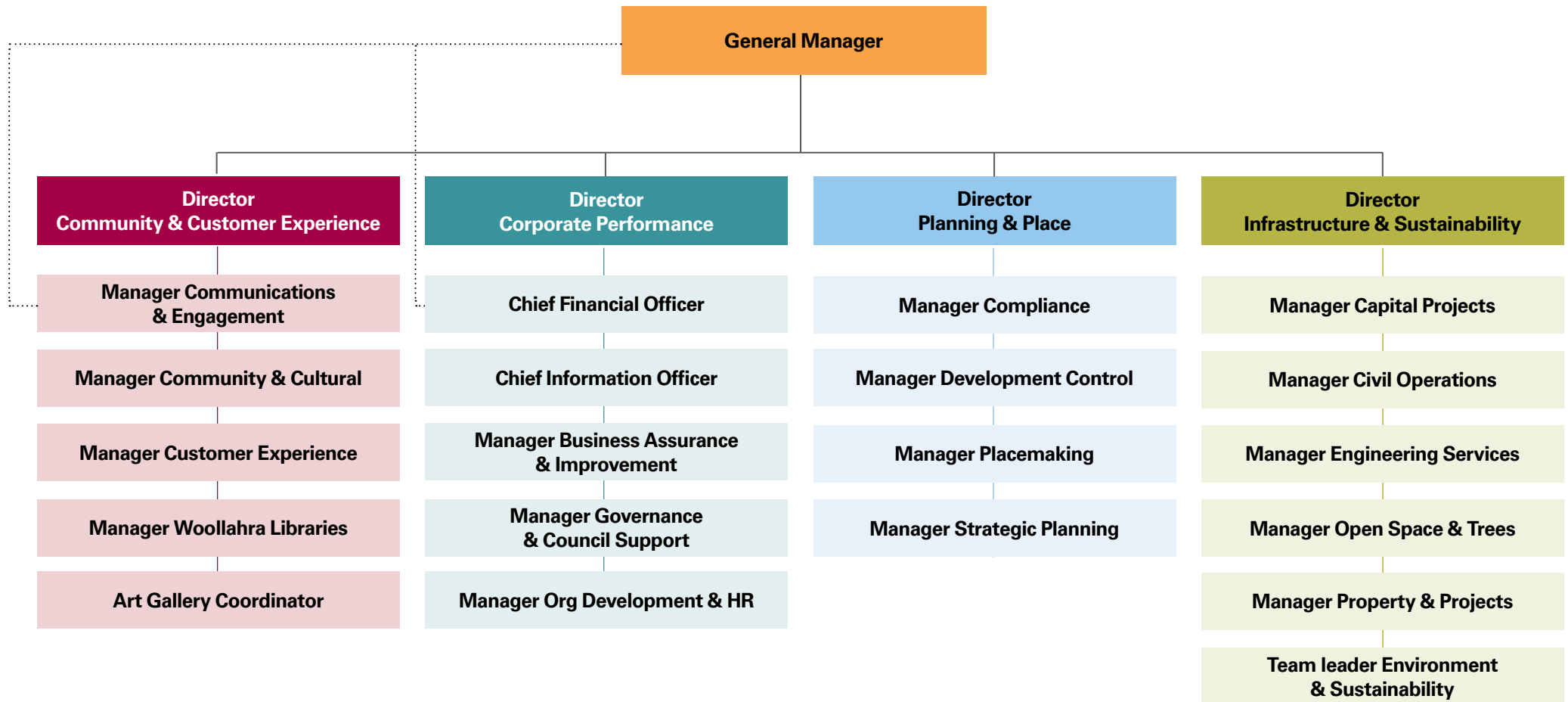


**\$150k**

on major sports field renovations



# Organisation chart summary



# Community & Customer Experience: Divisional Snapshot

**Total FTE 85.84**

## **Five Departments**

Community and Customer Experience	3.00
Communications and Engagement	9.98
Community and Cultural Development	22.11
Customer Experience	14.28
Libraries	36.47
<b>Total</b>	<b>85.84</b>

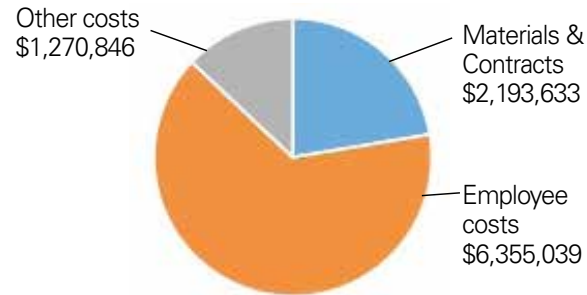
The Community & Customer Experience division will be at the forefront of transforming the way in which Woollahra Council interacts with our community. We want a customer-first approach in all that we do and this will be led by the Community & Customer Experience division. For Woollahra Council, a quality customer experience includes providing an efficient, fair, impartial and responsive service across all parts of the organisation. Improving customer satisfaction at any point of contact is important in achieving our commitments and ensuring our customers have an experience that meets their expectations.



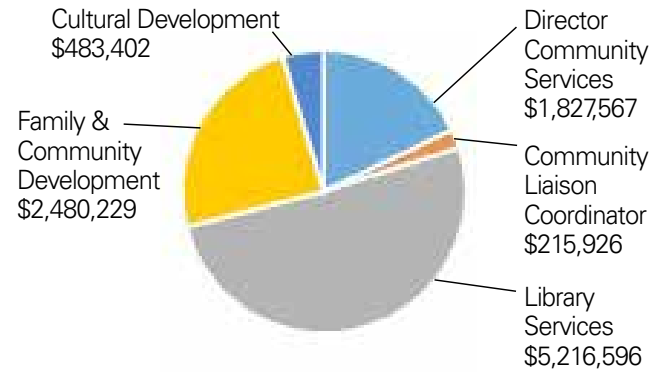
# Budget snapshot

## Community & Customer Experience Division

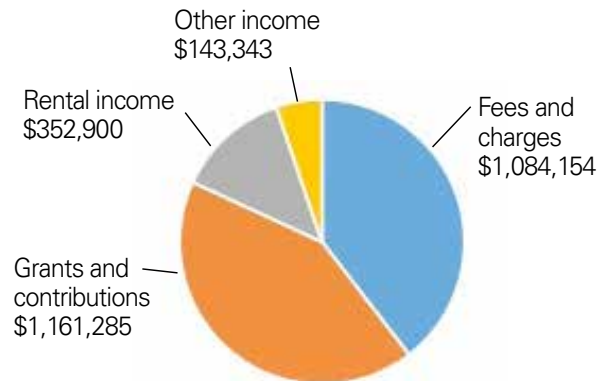
**2020/21 Expenditure – \$10.49m**



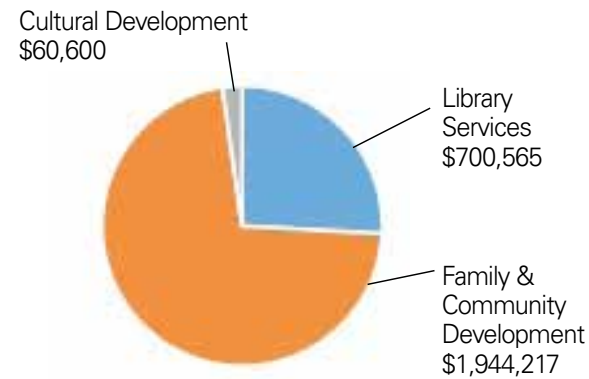
**2020/21 Expenditure – \$10.49m**



**2020/21 Income – \$2.74m**



**2020/21 Income – \$2.7m**



# The Recruitment Process

## Total Package

- Opportunity to be part of a dynamic Executive Leadership Team under a new General Manager
- Drive the creation of a culture of excellence at Council
- Up to a five-year, performance-based contract with an attractive total remuneration package.

## How to apply for the position

- Apply online by clicking the link below by midnight on **25 April 2021**.
- You will be asked to demonstrate how you meet each of the selection criteria.
- If you have a separate statement addressing the selection criteria, please upload it as a cover letter and simply refer to it in the online questionnaire.
- You will be able to upload 2 documents only.

For information on applying for Council jobs, please refer to **[woollahra.nsw.gov.au/council/employment/recruitment\\_and\\_selection\\_process](https://woollahra.nsw.gov.au/council/employment/recruitment_and_selection_process)**

For further information about the role, please contact  
Craig Swift-McNair  
General Manager  
02 9391 7013

## Recruitment Process

- Shortlisting
- First stage interviews
- Psychometric assessment
- Second stage interviews
- Referee checks
- Police check.

Woollahra Council is an equal opportunity employer committed to providing a working environment that embraces and values diversity and inclusion. If you have any support or access requirements, we encourage you to advise us at time of application.

## Further information

For further information on Woollahra Municipal Council visit these websites:

**[woollahra.nsw.gov.au/home](https://woollahra.nsw.gov.au/home)**

**<http://profile.id.com.au/woollahra/about>**



# Woollahra Municipal Council



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