

Candidate Information Pack

City of Parramatta

Executive Director, City Strategy and Development

Andrew McEncroe, Partner

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About the City of Parramatta

Parramatta: Sydney's Central City, is front and centre in the NSW State Governments Plan for Growing Sydney. Parramatta presents the catalyst for change for Greater Sydney and for Sydney's global competitiveness.

Parramatta always has been, and always will be, a gathering place. The landscape and natural environment of Parramatta has enabled the City to be a vital gathering place for thousands of years and supported waves of people to come together, trade and generate new knowledge. Parramatta has been home to the Darug people for over 60,000 years and Council supports and values the continuing connection this community maintains to this Country. Parramatta is rich in diversity, an important migration hub that has fostered generations of people who have a unique relationship to the area. All of these histories are presently being woven into a new global city where the next generation can prosper and thrive.

Today, Parramatta is a place of transformation and the level of investment in civic, commercial and residential development expresses strong confidence in the City's future. Major capital projects are underway including Parramatta Square, the Parramatta Light Rail, Western Sydney Stadium, the new Museum of Applied Arts and Sciences, Westmead Health and Biomedical Precinct, and major investment in education infrastructure including Western Sydney University, Sydney University and the State's first high rise high school.

Parramatta has a young, diverse population that is growing. The population of the City is currently 235,000 and within the next 20 years almost 400,000 people will live in the area, with many more visiting each day. Parramatta will continue to lead the State in building and housing completions over the next five years, and within the next 3 years alone, it is expected that the City's economic growth rate will nearly double, from 2.4% to 4.6% per annum.

Managing this growth and investment well is an important responsibility for the City of Parramatta Council. It must balance delivering the infrastructure and services required to meet the future needs of residents, businesses, and visitors with preserving the City's cultural identity - all of the things that people value about the place today.

The City of Parramatta's Community Strategic Plan provides a road map for the future, based on the community's shared vision to be 'Sydney's Central City, sustainable, liveable, and productive – inspired by our communities'. While it has a long history, the current City of Parramatta Council was established by proclamation in May 2016. The Council is comprised of 5 Wards, each represented by 3 Councillors and the current Councillors were elected for a 3-year term in September 2017.

For the City of Parramatta Council to meet its vision, the elected representatives need to be supported by a capable, enthusiastic and well-resourced staff, led by an Executive team that exemplars the values of the organisation: Integrity, Customer Service, Innovation and Teamwork. Council is a complex organisation with a current annual operating budget is \$260M and a further \$150m in capital expenditure. Collectively, the Executive team shares responsibility for leading 1,200 staff located in more than 20 different worksites in the delivery of around 40 services and the stewardship of over \$3 billion in community assets.

The recruitment of our Executive Team presents an opportunity for the right people to join the Council in leading the success of Parramatta, to ensure that this City realises its role in the future of Greater Sydney and New South Wales.

Position Description



POSITION DETAILS	
Date of PD	November, 2018
Position Title	Executive Director, City Strategy and Development
Position Grade	Executive Director
Directorate Business Unit	City Strategy and Development
Reports to	Chief Executive Officer
Physical Requirements Category	Category 1 – Desk role with Ergonomic Requirements

POSITION OVERVIEW

This position is responsible for providing executive leadership for the development of Council' long-term, strategic plans for the City and delivery of a wide range of planning services and projects including the land use planning framework and development assessment services. The position reports directly to the Chief Executive Officer and as a member of Council's Executive Team, the Executive Director, City Strategy and Development provides strategic support for the whole Council.

KEY RESPONSIBILITIES

- Effectively contribute as a member of the Executive Team in Council-wide strategy setting, corporate planning, performance management and proactive support of cross-functional initiatives.
- Ensure that all functions and activities of the City Strategy and Development Directorate are aligned to the strategic direction of Council including the Community Strategic Plan.
- Effectively implement the priority services, projects and initiatives identified in Council's Operational Plan in a timely, cost effective and operationally efficient manner.
- Provide executive oversight for the effective and efficient management of a range of internal Council services including:
 - Development Assessment
 - Traffic and Transport Services
 - Land Use Planning
 - Urban Design
- City Strategy including Economic, Environmental, Transport and Social Outcomes
- Ensure monitoring systems are in place to assess the performance against agreed goals and objectives, and ensure the effective implementation of strategies that will continually enhance performance including improved customer outcomes.

- Proactively lead a productive, aligned and engaged workforce of multi-disciplinary specialists in a collaborative and customer-focused culture.
- Ensure the provision of timely, accurate and professional advice to the Council, Chief Executive Officer and other key stakeholders in relation to strategic planning and development issues, particularly matters that are likely to impact on the achievement of key organizational goals.
- Ensure effective community consultation and engagement relating to Directorate planning and operations.
- Ensure sound financial and business management of Directorate activities including preparation of Business Unit operating plans and budgets, timely financial reporting, asset management planning, risk management and effective business systems and controls.
- Represent Council at high level meetings including negotiations as required to ensure the achievement of best outcomes for Council.
- Ensure good governance and comply with relevant statutory requirements in areas of responsibility.
- Always take reasonable care of the health and safety of yourself, staff, visitors, contractors and volunteers whilst at work, and cooperate with Council to comply with WHS legislative obligations.
- Act consistent with Council's values and contribute to the development of a strong corporate culture. This includes acting ethically, honestly and with fairness and ensuring that EEO and the principles for a culturally diverse society are complied with at all times.

Key Selection Criteria

Qualifications

- Undergraduate degree in land use planning or related discipline (MBA desirable)
- Post graduate qualifications in management or other relevant discipline is also desirable.

Knowledge and Experience

- At least 10 years' experience at senior management level and in multidisciplinary environment leading delivery of diverse assets and operational services.
- An understanding of Local Government and its regulatory environment.
- Demonstrated high level experience in both project and contract management.
- Strong experience and success managing organisation finances, including budgetary processes at a strategic level.
- At least 10 years' experience at senior management level leading delivery of diverse strategic land use planning and development assessment services.
- Sound knowledge of planning policy and legislation applicable in New South Wales and the public policy environment impacting Council.
- An understanding of Local Government and its regulatory environment.
- Political astuteness, and ability to provide leadership in a frequently highly political arena.
- Ability to build and maintain constructive working relationships across all levels of the organisation and with external partners including community, government and development industry stakeholders.

- Demonstrated ability to create a strongly engaged, high performance workforce and organisational culture.
- Proven success leading change and implementing continuous improvements to efficiency and effectiveness.
- Demonstrated experience managing organisation finances, including budgetary processes at a strategic level.
- Demonstrated experience in the development and delivery of corporate strategies in a high performing, senior management team environment.
- Demonstrable experience of business management, planning, negotiation, problem solving and influencing.
- Advanced written and oral communication skills including ability to prepare and present complex technical reports, proposals and submissions.
- Demonstrable people leadership skills.

Achieving our vision

In order to achieve our vision, the following long-term community goals have been developed to reflect the community's aspirations for the City of Parramatta. Supporting strategies provide a roadmap to achieving these goals, and are outlined over the next pages along with measures to track our progress.



FAIR

WE CAN ALL
BENEFIT FROM THE
OPPORTUNITIES OUR
CITY OFFERS.



ACCESSIBLE

WE CAN ALL GET
TO WHERE WE
WANT TO GO.



GREEN

WE CARE FOR
AND ENJOY OUR
ENVIRONMENT.



WELCOMING

WE CELEBRATE
CULTURE AND
DIVERSITY - PAST,
PRESENT AND FUTURE.



THRIVING

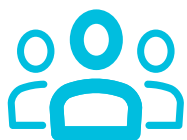
WE BENEFIT FROM
HAVING A THRIVING
CBD AND LOCAL
CENTRES.



INNOVATIVE

WE COLLABORATE
AND CHAMPION NEW
IDEAS TO CREATE
A BETTER FUTURE.

Our City in numbers



OUR PEOPLE

Population	<ul style="list-style-type: none">• 235,000 in 2016 (2,800 people per km²)• 390,000 forecast for 2036 (4,650 people per km²)• Median age = 34 years (NSW = 38 years)• 9 in 10 residents are proud to be part of the Parramatta area.
Dwellings	<ul style="list-style-type: none">• 85,600 dwellings in 2016• 157,000 dwellings forecast for 2036.• 55% of residents live in medium or high density dwellings
Diversity	<ul style="list-style-type: none">• 50% of residents were born overseas• 52% speak a language other than English at home<ul style="list-style-type: none">• 11% Mandarin• 7% Cantonese• 5% Korean• 0.7% of residents identify as Aboriginal or Torres Strait Islander.
Education & employment	<ul style="list-style-type: none">• 37% of residents hold a bachelor's degree or higher• 93% employment rate• 27% of residents also work within the LGA• Median household income = \$1755 per week (NSW = \$1481) in 2016.
Vulnerable communities	<ul style="list-style-type: none">• 19% of households are 'low income', earning less than \$750 per week• 13% of households are in housing stress• 4% of people require assistance with daily living activities• 10% of residents do not speak English well or at all.



OUR PLACE

Location	<ul style="list-style-type: none">• The City of Parramatta covers 84 km² at the centre of metropolitan Sydney, 24km west of Sydney CBD
Connection	<ul style="list-style-type: none">• Home to the Darug peoples for more than 60,000 years• Australia's oldest inland European settlement
Heritage	<ul style="list-style-type: none">• Parramatta Park is a World Heritage Listed site• More than 750 significant archaeological sites• More than 50 State significant heritage sites
Environment	<ul style="list-style-type: none">• 65 km of natural waterways• 859 ha of parks, reserves and sportsgrounds• 461 ha of bushland• 33% tree canopy cover• 600 unique species of flora and 230 unique species of fauna
Climate	<ul style="list-style-type: none">• More than 16 days per year over 35°C
Economy	<ul style="list-style-type: none">• 2.3 million people live within a 45-minute commute to the Parramatta CBD• Gross Regional Product = \$25 million in 2016• 186,000 people work in the City of Parramatta• 11,500 jobs created in the last 5 years (to June 2017)• More than 23,000 businesses call Parramatta home• Zero vacancy rate in Parramatta's A-grade premium commercial office buildings

COMMUNITY ENGAGEMENT

Identifies community needs and priorities, and informs the development of Council's plans.

COMMUNITY STRATEGIC PLAN 20 YEARS

Highest level plan that Council prepares. The purpose of this plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

STATE AND REGIONAL PLANS

ECONOMIC DEVELOPMENT PLAN

ENVIRONMENTAL SUSTAINABILITY STRATEGY

SOCIALLY SUSTAINABLE PARRAMATTA FRAMEWORK

CULTURAL PLAN

RECONCILIATION ACTION PLAN

DISABILITY INCLUSION ACTION PLAN

(Other Council Plans)

DELIVERY PROGRAM 3 YEARS

Sets out the principal activities that Council will deliver to the community during the Council term.

OPERATIONAL PLAN 1 YEAR

Sets out the details of the Delivery Program – the individual projects, activities and budget for the financial year.

ANNUAL REPORT

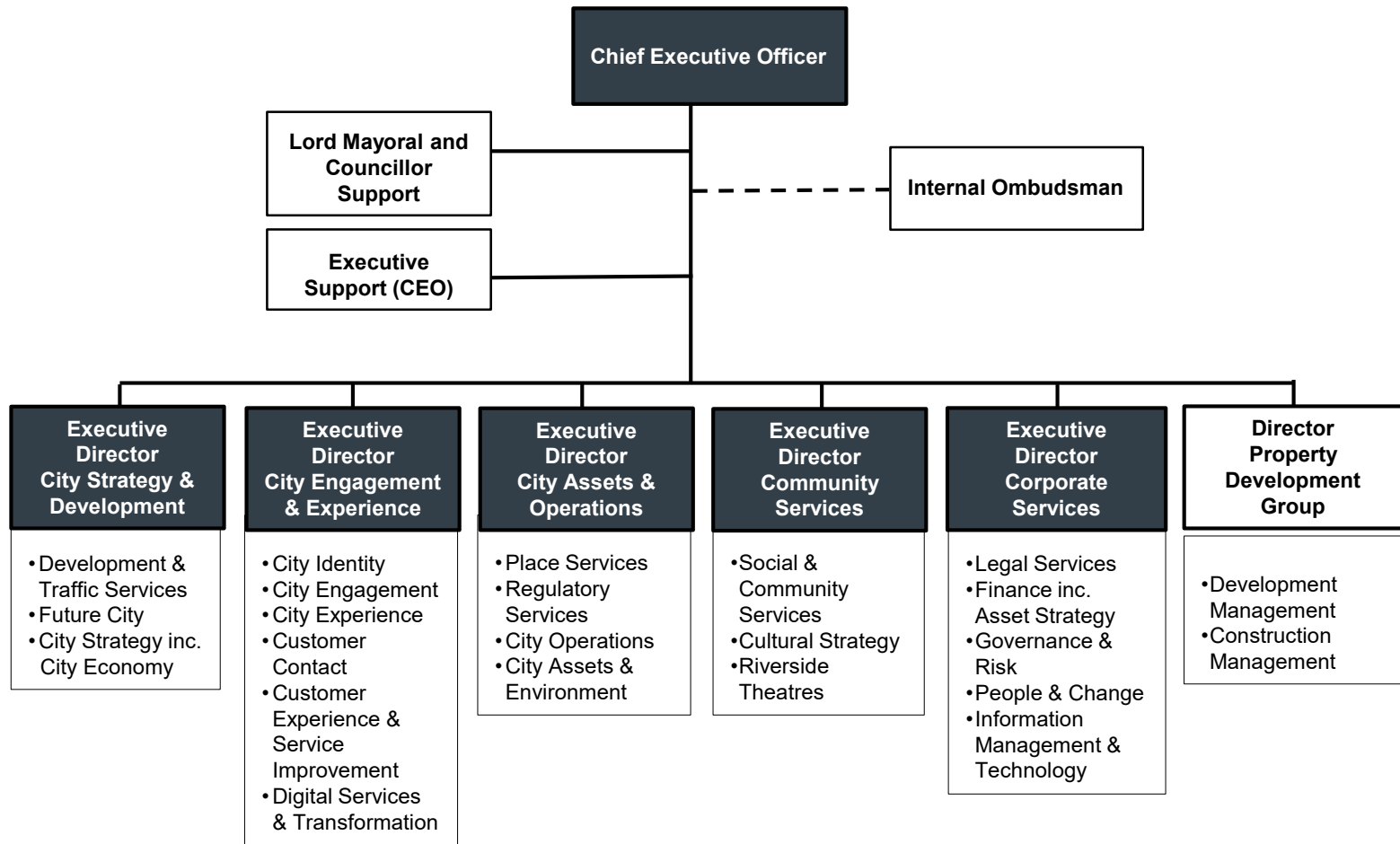
RESOURCING STRATEGY 10 YEARS

Contains the Long Term Financial Plan, Asset Management Strategy, Workforce Strategy and Technology Strategy.

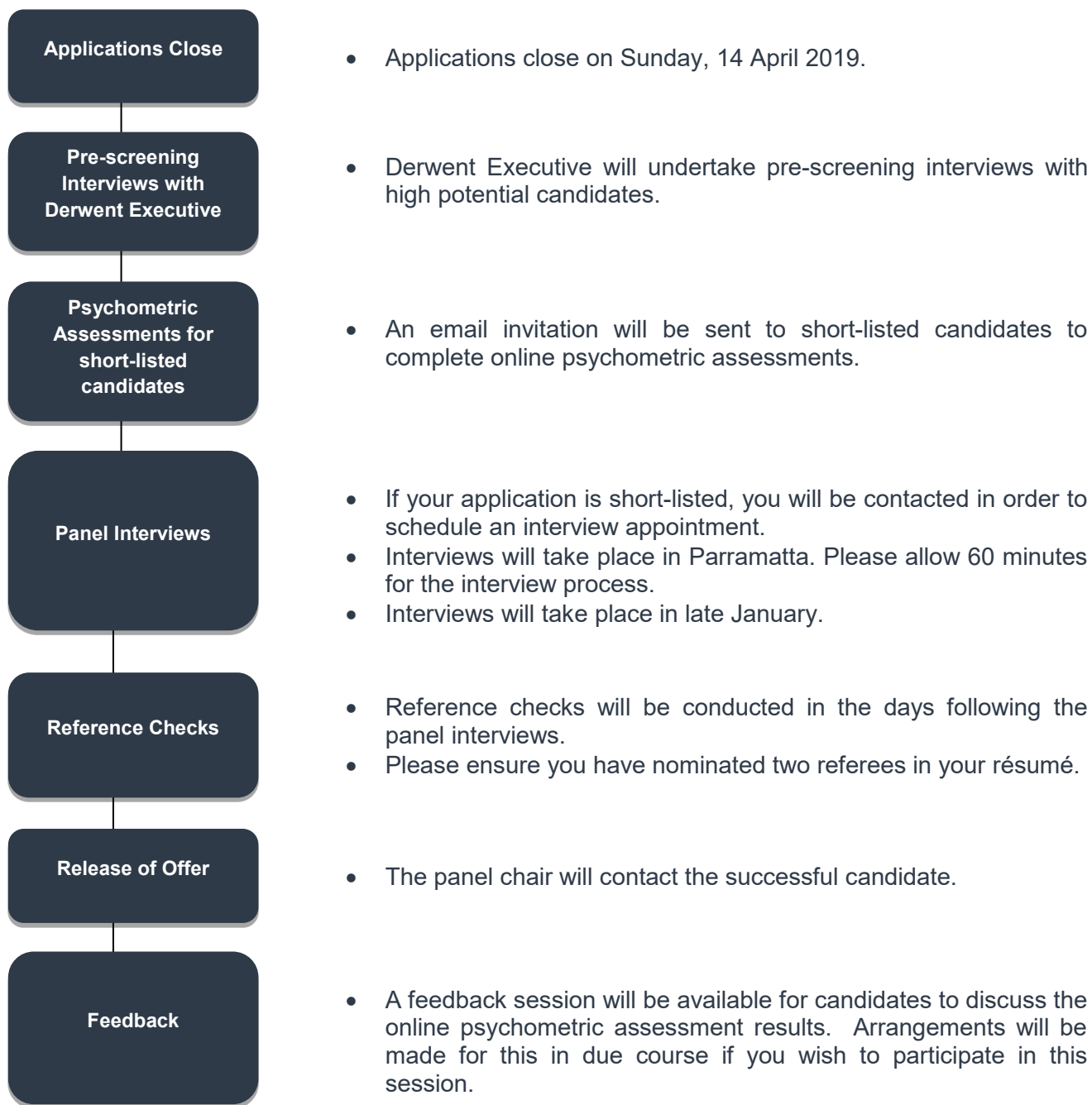
ONGOING MONITORING AND REVIEW

Executive Management Structure

endorsed by Council on 8 October 2018



The Selection Process



Please Note: The schedule above may be subject to change depending on operational activity.

Application Components

Candidates should address their suitability for the role, responding to the focus capabilities and essential requirements of the role, by providing the following:

- Cover letter (no more than two pages)
- Résumé including two referees and their contact details (no more than five pages)

Psychometric Assessments

The psychometric assessment process includes four online tests and will be conducted by PeopleScape. PeopleScape will send you an email invitation to complete the four online tests. These will be sent to the email address you provided in your application.

The four assessments are:

- Saville Wave Professional Styles
- Saville Numerical Analysis Aptitude
- Saville Verbal Analysis Aptitude
- Acer Abstract Reasoning

Please allow approximately 24 minutes for the Saville Numerical Analysis Aptitude and Saville Verbal Analysis Aptitude Assessments and the Saville Wave Professional Styles Assessment will require approximately 40 minutes. The Acer Abstract Reasoning Assessment is divided into two parts. Section 1 contains 20 items to be completed in 15 minutes and section 2 has 22 questions to be completed in 15 minutes. You will be able to complete one assessment at a time.

Saville Wave Professional Styles

The Saville Wave measures motives, talents, preferred culture/environment fit and competency potential in one dynamic online questionnaire. Taking into account both the commercial objectives and the culture in which people operate, the Saville Wave enables stronger predictions of success and more comprehensive measures of compatibility within the workplace. It is particularly useful for selection as the competencies have been validated against performance of a large norm group of professionals and managers. There are no right or wrong answers to this assessment as it explores what motivates a candidate and their preferences and style in the workplace.

Saville Numerical Analysis Aptitude

The Saville Verbal Analysis Aptitude test assesses the candidate's ability to critically analyse complex numerical information. Test questions include interpretations of numerical data displayed as graphs and tables.

Saville Verbal Analysis Aptitude

The Saville Verbal Analysis Aptitude test assesses the candidate's ability to evaluate complex written information, as well as their ability to follow a logical argument. The assessment also demonstrates an individual's strengths and identifies areas where individuals might benefit from further development.

The assessment contains a series of single and dual passages followed by questions which need to be answered based on the information presented.

Acer Abstract Reasoning

The Acer Abstract Reasoning Test is a measure of innate intellectual functioning and natural intelligence. It assesses an individual's ability to learn new information quickly and solve complex problems, using items consisting of a series of pictures/patterns that need to be completed.

Reference Checks

Timeframe: Your referees will be required to complete a phone call.

Process: Please ensure that you have included two referees (including their contact details) in your résumé.

References are designed to be merit based, objective and EEO compliant

- The reference check is scripted so that all referees are asked the same questions about the preferred applicant/s in the recruitment process for a particular role.
- Only referees you list will be contacted
- Reference checks are conducted verbally and all information from the referee is documented. References should relate to your last five years of professional experience.

Panel Interview

Date: Interviews will take place in May 2019.

Duration: Approximately 60 minutes.

Location: Interviews will take place in Parramatta.

Process: The behavioural interview will be conducted by a panel. Interview questions are tailored to an executive level of capabilities based on the role description. You will be asked to respond to questions by describing situations from your past that relate to the capability being assessed.

Advisory Points

- Familiarise yourself with the role description and focus capabilities.
- During the interview, you may be asked probing questions to help clarify your responses, these are designed to assist you in providing enough detail to cover the indicators designed for the executive focus level capabilities for the role.
- Choose examples that highlight your strengths and focus on your own involvement in various situations. Use the most recent examples possible.
- Walk the interviewers through your response in a logical, sequential and concise fashion. Structure your responses according to the STAR approach outlined below.
- Make notes and bring them with you to jog your memory, but ensure you do not prepare rigid detailed examples and read these verbatim during the interview – you must address the question being asked of you.

STAR Approach

When answering the behavioural based questions please use the following format. This will allow you to demonstrate against the capability framework.

Situation/Task

A brief outline of the situation or setting, who was involved and what was your role?

Action

What did you do? How did you do it?

Result

What was the outcome and what feedback did you receive?

Release of Offer

Final Outcome: The successful candidate will be contacted.

Feedback for Online Psychometric Assessment Results

A feedback session will be available for shortlisted candidates to discuss the online psychometric assessment results. Arrangements will be made for this in due course if you wish to participate in this session.