



Success Profile

Executive Manager Construction, Contracts & Operations

City of Port Phillip

July 2020



Davidson
Executive & Boards



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The City of Port Phillip is a uniquely vibrant and creative inner-city council with a spectacular, enviable foreshore. Our highly talented and dedicated workforce deliver more than 100 programs and services to our residents, businesses and visitors. Our Council Plan is shaped by our desire to celebrate our history, protect our character, and encourage inclusion and creativity, while planning for the future of a dynamic and evolving City.

City of Port Phillip's vision is "to be recognised as a leading local government organisation that is agile, future ready and trusted; to leave our community and our people in a better place" and accelerate the delivery of our strategy. We recently reviewed and realigned our operating model to reduce management and administrative overhead and these critical leadership roles will ensure we have the capability and capacity to support the community to recover from Covid-19.

Executive Manager Construction, Contracts & Operations

- Drive our waste and recycling strategy while leading a complex mix of maintenance and operations, corporate procurement, and project delivery functions. Promote a culture that drives innovation, customer service excellence and maximum value for our community

Manager Governance & Organisational Performance

- Lead the development of the council plan aligned to the organisational strategy. Provide governance, engagement, risk and assurance, planning and performance advice and support to Council and staff across the organisation

Executive Manager People, Culture & Safety

- Provide inspiring leadership, and the skills, knowledge and tools for our people to be the best they can be. Build a culture that encourages teamwork, innovation and a welcoming, healthy and inclusive workplace that recognises and invests in the talent of each of our people

About the City of Port Phillip

The Yaluk-ut Weelam clan of the Boon Wurrung are the first people of the City of Port Phillip, with a continued strong connection to the land. Yaluk-ut Weelam means 'river home' or 'people of the river', reflecting the wetlands that once existed between the Yarra River and the foreshore - a landscape that has altered vastly since European settlement.

The City of Port Phillip is located south of Melbourne's city centre on the northern shore of Port Phillip Bay. Port Phillip is one of the oldest areas of European settlement in Melbourne, known and treasured by many for its urban village feel and artistic expression. It is a city of neighbourhoods, each with its own character, defined by its extensive foreshore, heritage buildings, strip shopping precincts and tree-lined streets.

At only 21 square kilometres Port Phillip is one of the smallest and most densely populated municipalities in Victoria with more than twice the population density of the metropolitan Melbourne average.

Nearly three million visitors are attracted to our City each year, enjoying vibrant villages, beautiful beaches and local festivals, and making it one of the most visited places in metropolitan Melbourne. The foreshore stretches over 11 kilometres, and a network of public open spaces makes the City a desirable place for residents and visitors.

Significant employment areas within Port Phillip include the St Kilda Road district, and the industrial, warehousing and manufacturing districts in South Melbourne, Port Melbourne and Fishermans Bend.

Port Phillip is well served by public transport, with access to St Kilda and Port Melbourne light rail, two railway stations on the Sandringham line, and tram and bus routes. There are kilometres of bike paths and extensive walking paths.

Port Phillip is a sought-after inner city area of Melbourne. The physical environment will change as the City continues to experience significant residential development. Substantial growth is anticipated over the next 40 years in Fishermans Bend on the northern edge of Port Phillip.





City of Port Phillip 2027 Focus

We are beautiful, liveable, caring, inviting, bold and real.

The Council Plan 2017-27 sets out our long-term vision for the City of Port Phillip, the outcomes we will work toward over the next 10 years and how we will support the current and future health and wellbeing of our City.

The longer-term focus helps ensure Council can respond to opportunities and challenges we face in a way that enhances Port Phillip as a place to live, work and visit as our City changes.

The Council Plan 2017-27 delivers five important documents in a single integrated format that combines our Council Plan, Municipal Public Health and Wellbeing Plan, Strategic Resource Plan, 10 Year Financial Outlook, and Annual Budget.

The plan is supported by the Port Phillip Planning Scheme. The Plan focuses on creating an integrated transport network that offers real travel choice, revolutionising the way we manage waste, particularly green and organic waste, and delivering innovative water management projects.

The Plan also focuses on Port Phillip being a welcoming place that supports a diverse and healthy community, and a thriving local economy, with a strong emphasis on arts and culture. It commits Council to working closely with our partners to ensure Fishermans Bend is a unique, liveable community we can be proud of. Finally, the Plan has a strong focus on Council achieving its sustainability goals. This year we have commenced detailed planning and analysis to help us achieve these goals and deliver our vision. More information on the Council Plan and Budget is available at portphillip.vic.gov.au

We will deliver our vision through six directions:

We embrace difference, and
people belong

We are connected and it's easy to
move around

We have smart solutions for a
sustainable future

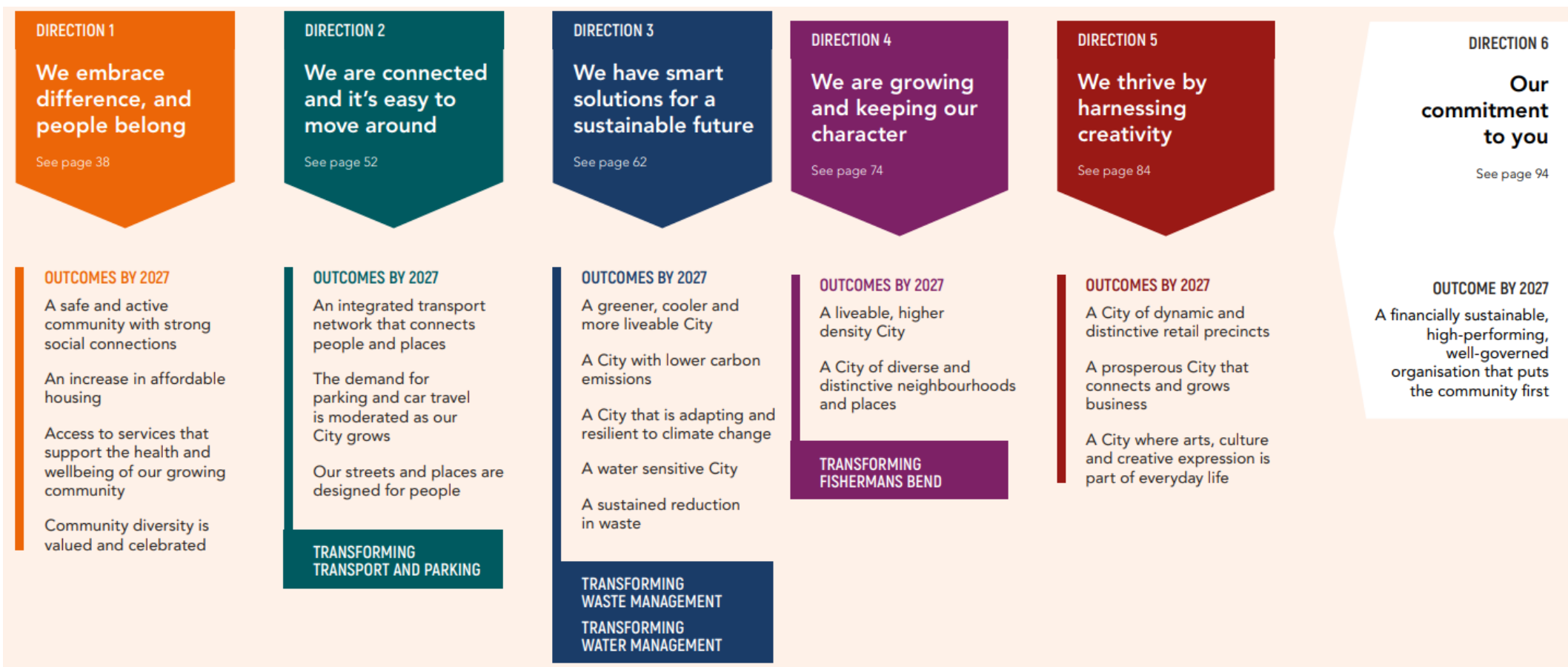
We are growing and keeping our
character

We thrive by harnessing creativity

Our commitment to you

Strategic Directions

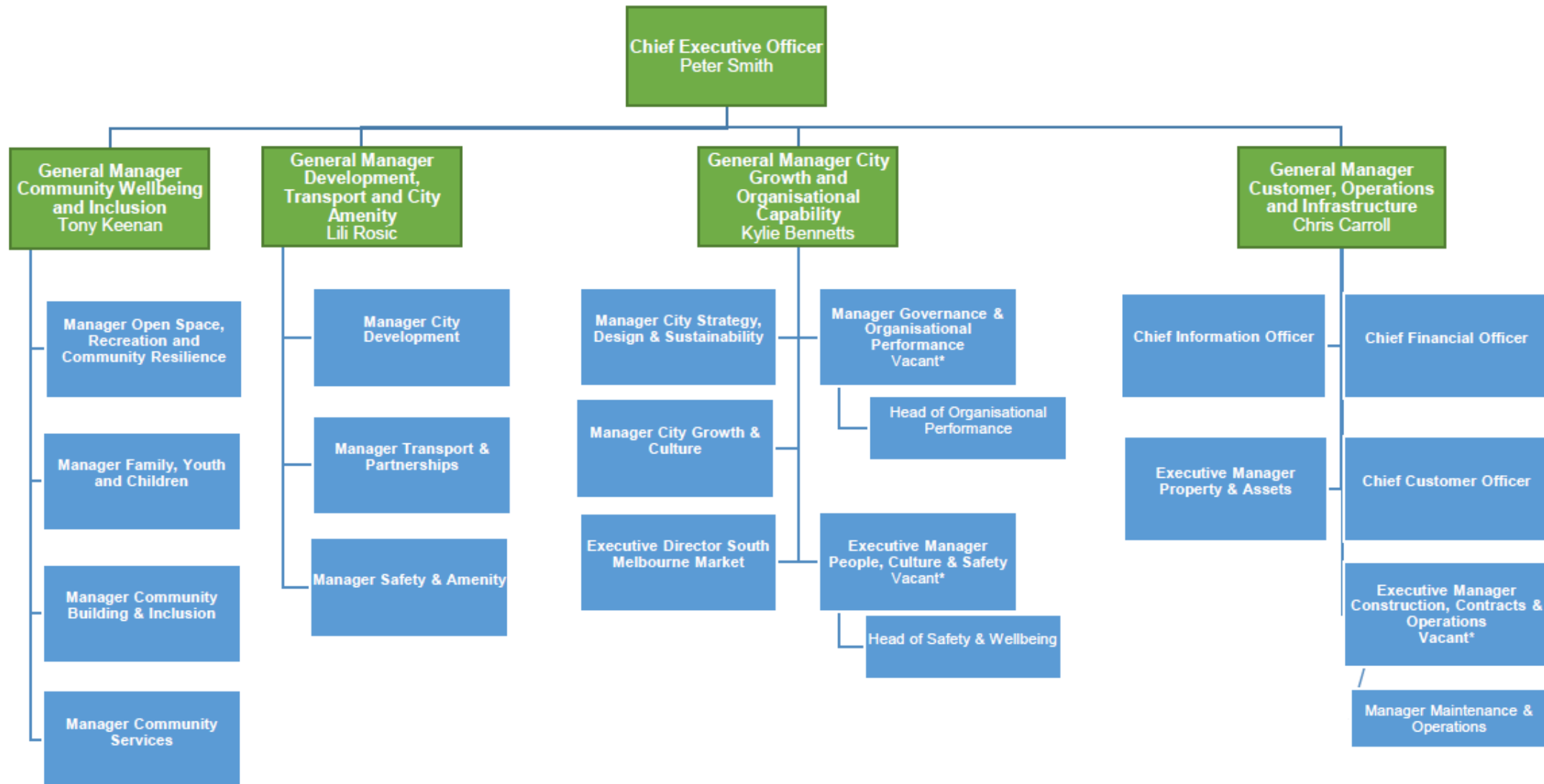
We will deliver the vision for Port Phillip through six direction. This plan is structured around these directions the outcomes for the health and wellbeing of our people and places that we want to see by 2027



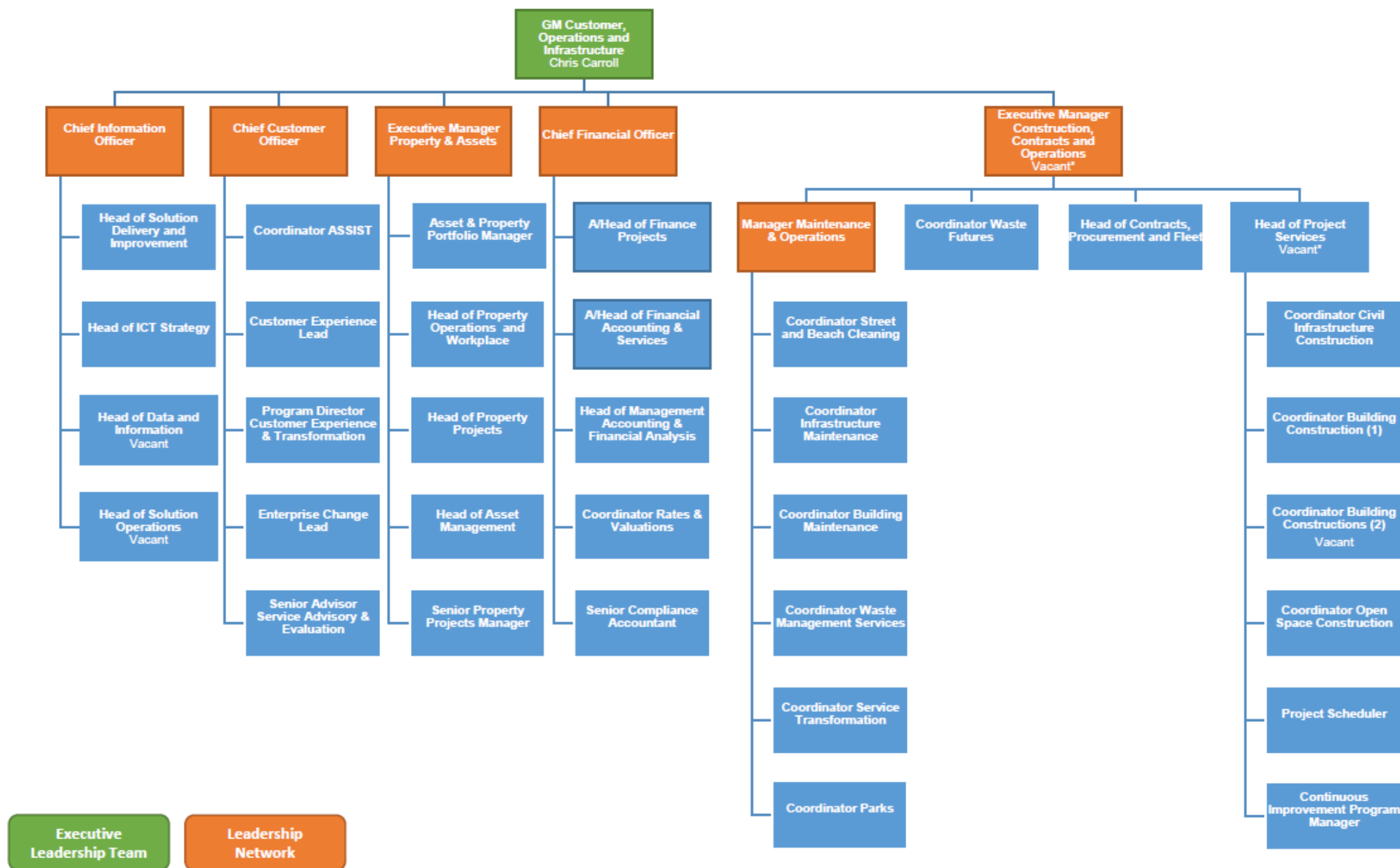
Link to Draft Council Plan (Updated June 2020)

<http://www.portphillip.vic.gov.au/Draft%20Council%20Plan%202017-27%20accessible%20version%20Y4.pdf>

Organisational Structure – ELT and Leadership Network



Organisational Structure 0- Customer, Operations and Infrastructure



Role Overview

Title	Executive Manager Construction, Contracts and Operations
Classification	Senior Officer
Reports to	General Manager City Growth & Organisational Capability
Direct Reports	<ul style="list-style-type: none">▪ Manager Maintenance and Operations▪ Coordinator Waste Futures▪ Head of Contracts, Procurement and Fleet▪ Head of Project Services
Internal Stakeholders	<ul style="list-style-type: none">▪ Chief Finance Officer▪ Executive Manager Property and Assets▪ Manager Open Space, Recreation and Community Resilience▪ Head of Fisherman's Bend
External Stakeholders	<ul style="list-style-type: none">▪ Department of Transport and State Government delivery agencies▪ Community groups, local government bodies and professional associations
Qualifications	<ul style="list-style-type: none">▪ Tertiary qualifications in a related field.▪ Preferably post graduate qualifications in leadership or management.▪ Membership of relevant professional associations such as AICD, CPA or Engineers Australia.



The Opportunity

This position reports to the General Manager, Customer, Operations and Infrastructure and leads the Construction, Contracts and Operations Function. The Customer, Operations and Infrastructure division is responsible for providing high quality services that deliver best value to our community.

The Executive Manager Construction, Contracts and Operations is responsible for the planning, development and management of efficient operation and maintenance services to ensure high quality outcomes to the community. The service includes waste management and recycling services, operation of the Resource Recovery Centre, building maintenance services, street and beach services maintenance of civil infrastructure assets (roads, drains, footpaths, bridges, street furniture, signage)

The Executive Manager is responsible for the effective and efficient asset management of Council facilities and its Asset Portfolio in accordance with Council's Asset Management Plans and standards

The Executive Manager is responsible for the effective Project Management of Councils' Capital Works Program and the oversight and operation of Council's procurement activities.

In a context of significant population growth and rates capping some of the key priorities include:

- Leading the planning, development and implementation for future service requirements in a city with significant population growth.
- Ensuring that the city is safe, well presented, maintained and clean and that the high standards are maintained with a growing population and the services help deliver Council's sustainability targets.
- Identifying and implementing opportunities for efficiencies and service improvements in the department





Accountability Areas

- Deliver sustainable operations and services including roads, paths and drainage networks, facilities and assets management, fleet, waste management, open space and parks.
- Ensure maintenance and operation functions meet regulatory and compliance requirements and the services are conducted in a manner that supports the objectives and priorities of the Council and ensure the administration of supporting policies, processes and procedures.
- Ensure the work culture in the Maintenance and Operation department is inclusive, supportive of all people and aligned to good organisational practices.
- Provide support and advice to the Executive, Mayor, Councillors, and staff in relation to the key functions managed by the department, and as otherwise required.
- Ensure project management meets the required standards.
- Develop strategies and investigate alternative service models to address whole-of-lifecycle asset management and service planning
- Liaise with Councillors, community members, the State Government and other organisations and stakeholders.
- Achievement of Council, organisational and departmental goals and objectives in line with budgetary, quality and time constraints.
- Lead effective customer-focused engagement in relation to service improvements, forward planning and responsiveness to community expectations and emerging needs.
- Being an organisational leader and advocate for Community First, Council and organisational priorities, and organisational change and improvement.
- Sound management of projects, programs, resources, people, and risk.
- Quality of advice given to Council and the Executive on operational and strategic matters.
- Build stakeholder relationships and develop partnerships with private sector, community and government organisations to further Council's objectives.

Selection Criteria

All City of Port Phillip Executive Manager will demonstrate the following skills and experience:

- Proven experience effectively managing complex issues within a highly political and complex environment.
- Significant financial and business acumen, with a proven ability to maximise the organisational and community benefit derived from scarce financial and other resources.
- Highly-developed analytical and lateral thinking skills and the ability to take the initiative, drive change and implement innovations.
- Excellent interpersonal, negotiation and persuasion skills with the ability to use discretion and judgement in a complex business and political environment
- An outstanding leader with a track record of building high performing multi-disciplinary teams that are aligned, engaged, and collaborative, including leading cultural change, while also contributing to broader organisational leadership and culture.
- Demonstrated leadership and management experience at a senior level managing large operations, including outdoor workforce (local government, public sector or similar environment)
- Demonstrated skills and experience in leading service improvements, continuous improvement, collaboration and high quality customer service in one or more of the functions of the department.
- Superior interpersonal, negotiation, persuasion, written communication and presentation skills including the demonstrated ability to skilfully communicate complex issues and ideas to a variety of audiences in a busy, complex and political environment.
- Proven ability to seek innovative and practical solutions to problems, issues and conflict in an effective, fair and transparent manner.
- Tertiary qualifications in a relevant discipline and preferably post graduate qualifications in leadership or management.



Why work at the City of Port Phillip?



For a further discussion, please contact:



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