

# Position Description (People Managers) **Manager Economic Programs**

<b>Division</b>	<b>City Life</b>
<b>Classification/Grade/Band</b>	<b>Band 9</b>
<b>Position Number</b>	<b>DW7537</b>
<b>Date position description approved</b>	<b>1 September 2018</b>

Trim 2018/461491

## **Council overview**

At the City of Sydney our people are our most important asset and central to achieving our exciting and ambitious Sustainable Sydney 2030 – developing a green, global and connected city. The City of Sydney works to build socially sustainable communities that support a more inclusive Sydney – a city that is also more connected, liveable and engaged.

From our high-quality facilities to local services and initiatives, we are dedicated to delivering the best city environment for business, work, living and recreation.

## **Council values**

Our people are custodians of public trust and confidence. In recognising this, all employees are expected to act in accordance with the City’s Code of Conduct and the City’s values: collaboration, courage, integrity, innovation, quality and respect.

## **Primary purpose of the position**

The Manager Economic Programs leads the team to deliver programs and initiatives outlined in the City’s Economic Development Strategy and Action Plans, and the Community Safety Action Plan, to foster conditions for a dynamic economy and safe city for our businesses, visitors and residents. The current economic focus is on the following economic sectors: creative and digital industries, international education, retail, tourism, night time economy, Aboriginal and Torres Strait Islander businesses, and tech startups.

The position works closely with the Economic Strategy unit in the prioritisation, monitoring and evaluation of the City Business and Safety unit work.

## **Key accountabilities**

The role has four key objectives:

1. Promote:
  - a. our international offering as a safe, diverse city to attract visitors, students, investors, business
  - b. our local villages to attract customers

2. Connect
  - a. business to customers, information, networks, international markets, investors
  - b. local businesses and their communities to resources to improve their safety
3. Build capacity:
  - a. of local business skills, innovation, resilience to drive economic, environmental and social benefits
  - b. of local villages by supporting diversity of business offerings
4. Advocacy for better infrastructure and regulation to support business and safety

The key accountabilities are:

- Determine and oversee the design and delivery of priority programs and other initiatives by the Economic programs team each year to maximise strategic outcomes.
- Develop service delivery models and frameworks, to deliver value for money for the community, and engage the community in problem solving
- Direct and coach the team to monitor, analyse and evaluate programs and actions to ensure results serve strategic objectives, and continuous improvement in delivery of programs and actions
- Lead and influence relationships with state and federal governments, peak business organisations, relevant NGOs and key businesses to achieve strategic outcomes through coordinated service delivery.
- With the co-chairs, lead the Nightlife and Creative City Advisory Panel agenda, to optimise sector advice and feedback to the City's economic strategies and programs
- The position is expected to comply with the Work Health and Safety Act and associated legislation in the performance of all duties.

## Key challenges

- Maintaining and expanding an understanding of federal and state government legislation, regulation and policy in relation to the economy, international engagement and safety, given that they are constantly changing.
- Developing service delivery frameworks and evaluation, given that historical performance data is incomplete
- Continuing work to build a team who are clear about their roles and the intersection of their work, given recent changes in work focus and staff turnover

## Key relationships

Who	Why
<b>Internal</b>	
Director City Life	<ul style="list-style-type: none"> <li>• Receive advice and report on progress towards business objectives and discuss future directions</li> <li>• Provide expert advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications and propose solution</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, direct, manage and support performance and development</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Encourage and support continuous professional development, and growth in subject matter expertise</li> <li>• Guide, support, coach and mentor to build staff engagement</li> </ul>
<p>Economic Development Strategy unit</p> <p>Strategic Planning and Urban Design unit</p>	<ul style="list-style-type: none"> <li>• Identify and agree priorities for each year's program of work</li> <li>• Provide performance data for analysis and evaluation</li> <li>• Contribute to expert advice to Councillors and Executive</li> </ul>
<p>Other City Life units</p>	<ul style="list-style-type: none"> <li>• Identify synergies across Economic, Environmental, Social and Cultural business units in City Life to achieve defined outcomes across all strategic objectives</li> <li>• Manage expectations and resolve issues</li> </ul>
<p>Communications teams</p>	<ul style="list-style-type: none"> <li>• Maximise promotion of, and business and community engagement in, the City's economic initiatives.</li> </ul>

## External

<p>Relevant government agencies such as NSW Department of Industry, DFAT, Austrade, Destination NSW, NSW police, FACs. Liquor and Gaming, Create NSW.</p>	<ul style="list-style-type: none"> <li>• Engage in, consult, influence and negotiate the development, delivery and evaluation of programs and services</li> <li>• Negotiate multi-party collaboration in delivery of programs and services</li> <li>• Manage expectations and resolve issues</li> </ul>
<p>Relevant peak bodies such as business chambers, industry associations, tech startup industry peaks, liquor accords.</p>	
<p>Relevant community organisations and forums, such as resident groups.</p>	
<p>Advisory panels: Nightlife and Creative City Retail Aboriginal and Torres Strait Islander Inclusion (Disability)</p>	

Who	Why
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li data-bbox="619 185 1420 259">• Negotiate and approve contracts and service agreements</li> <li data-bbox="619 264 1420 376">• Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements</li> </ul>

## Key dimensions

### Decision making

This is an M3 position with delegated authority as outlined in the Register of Delegations.

The position is responsible for the development, implementation and evaluation of economic development and safety programs to achieve the City's strategic objectives.

The position represents the City at a senior level on high level government committees, industry and community forums, within strategic objectives and positions approved by Council.

### Reports to

Director City Life

### Direct reports

Manager City Business

Manager Safe City

Manager Night Time Economy

Manager International Engagement

### Estimated number of indirect reports

20

## Essential Knowledge & Skills, Experience

Tertiary qualifications at degree level in a relevant discipline, for example business, economics, marketing or communication, or demonstrated equivalent capacities.

A deep understanding of local and international economic development in a city government setting.

An understanding of federal and state government economic development, international engagement and safety policies and programs.

## Capabilities for the position

The City's Leadership and Management Capability Framework (LMCF) outlines the capabilities expected of people managers to perform well in their role. They are expressed as behaviours that show expected knowledge, skills and our values. There are capabilities for employees and managers which provide clarity, common language and consistency. See attachment.

Capability Group	Capability Name	Level
Leadership	Displays Awareness of Self and Others	Business Unit Manager - M3
	<b>Cultivates Productive Relationships</b>	Business Unit Manager - M3
	Drives Results	Business Unit Manager - M3
	Develops People and Culture	Business Unit Manager - M3
	<b>Operates Strategically</b>	Business Unit Manager - M3
Management	Technology and Information Management	Business Unit Manager - M3
	<b>Finance and Resource Management</b>	Business Unit Manager - M3
	Asset Management	Business Unit Manager - M3
	Risk Management, Safety and Compliance	Business Unit Manager - M3
	Procurement and Contract Management	Business Unit Manager - M3
	<b>Project Management</b>	Business Unit Manager - M3
	Change Management	Business Unit Manager - M3
	<b>People Management</b>	Business Unit Manager - M3

The priority capabilities for this position are:

### 1. Cultivates Productive Relationships

#### Capabilities:

- Leverages internal and external relationships to deliver **quality** outcomes
- Consults, **collaborates** and influences authentically
- Balances the needs of multiple stakeholders while **respecting** different viewpoints

#### Leadership expectations:

- Keeps the business unit informed of broader issues that can influence team objectives and organisational relationships.
- Models effective partnerships with other divisions and units, suppliers, agencies and industry specialists to optimise knowledge, skills and resources.

### 2. Operates Strategically

#### Capabilities:

- Champions and supports change, reform and **innovative** future thinking
- Develops plans and prioritises work to meet strategic objectives
- Communicates the strategy and coordinates effort to deliver on strategic objectives

**Leadership expectations:**

- Translates organisational vision and strategy into operational goals to help staff understand their own contribution.
- Leads strategy development, creates a climate conducive to future thinking and change.
- Ensures people are equipped with the tools and skills to implement strategy.

### 3. Finance and Resource Management

**Capabilities:**

Applies responsible financial and resource management to achieve value for money and support financial sustainability

**Management expectations:**

- Prepares and evaluates business cases with due regard for long term financial sustainability.
- Interprets information and data to create business intelligence that enables continuous improvement and resource optimisation.
- Assesses business performance against plans, communicates opportunities and risks and identifies potential end-to-end solutions.

### 4. Project Management

**Capabilities:**

Applies effective governance, planning and coordination to project management to achieve organisational goals.

**Management expectations:**

- Develops and evaluates business cases for projects considering resource impacts and long term financial sustainability.
- Establishes project performance measures that align with strategic organisational priorities.
- Addresses variances, identifies challenging circumstances and removes barriers to achievement of project outcomes
- Takes responsibility for outcomes including mistakes and challenges, identifies improvements and shares learning to inform future projects.

### 5. People Management

**Capabilities:**

Applies effective workforce planning and performance management to optimise workforce productivity and capability.

**Management expectations:**

- Defines and articulates expectations, measures and accountabilities for the business unit and consistently communicates linkages to organisational goals.
  - Designs and builds business unit plans to recruit, deploy and develop a diverse team with varied and complementary capabilities, knowledge and experience.
  - Plans for strategic use of HR by aligning people, systems and processes to improve performance, engagement and wellbeing.
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