

Role Charter

POSITION:	DIRECTOR STRATEGY, PERFORMANCE & EXPERIENCE
Reports to:	General Manager
Directorate:	Strategy Performance & Experience
Date revised:	March 2026

This role charter is a broad description of the accountability and duties of an employee of Maitland City Council. The role will evolve and changeover time, in line with the changing strategic and operational requirements and outcomes of the organisation.

Council has a set of Guiding Principles that assist staff to understand the behaviours that are expected to create an organisational culture that helps our customers and people thrive.

Our Guiding Principles are:



MAKE THINGS EASY

Do the hard work to make things intuitive for everyone.



BE WELCOMING

Care for everyone as people, not tasks or numbers.



BE OPEN MINDED

Listen to each other and work together to find solutions.



KEEP YOUR PROMISES

Follow through on your commitments to everyone.



LOOK OUT FOR ME

Thoughtfully anticipate what will make our days go smoother.

Primary Purpose

To lead and manage the operation of the Strategy, Performance and Experience directorate and to collaborate as a member of the Executive Leadership Team in managing Maitland City Council, within the strategic framework of the city and the Council.

To provide strategic direction to staff in the development and implementation of plans, programs, policies, procedures and systems, as well as authoritative advice on complex issues of strategic and/or operational performance.

To lead, manage, coordinate and ensure the efficient and effective delivery of a range of corporate functions and internal services specific to the Strategy, Performance and Experience directorate, including:

- Organisation Strategy & Performance
- Integrated Planning & Reporting
- Productivity and business improvement

- Grants management
- Customer Experience
- Events & Place Activation
- Civic functions
- Communications and Marketing
- Community Engagement

Leadership

Council’s Director Strategy, Performance and Experience is a person of honesty and integrity, with a genuine desire to deliver outcomes for our community. Having a deep sense of purpose the Director, in partnership with his/her peers is the principal force that motivates and coordinates the organisation in accomplishing its operational objectives.

The Director Strategy, Performance and Experience is committed to building an enduring organisation, engaging with employees, providing superior customer service and creating value for stakeholders. To fulfil this leadership role, the Director Strategy, Performance and Experience will:

- Lead, model and champion Council’s corporate ideals, using these as the basis for decision-making, action and behaviour.
- Actively build, support and facilitate open and genuine discussion, collaboration and partnerships across the organisation, capitalising on existing and emerging knowledge and experience.
- Be accountable for personal behaviour, decision-making and action.
- Empower others.
- Be an active and visible presence across the organisation

Management

Council’s Director Strategy, Performance and Experience is accountable for ensuring that all administrative activities, resources, systems and processes within the scope of his/her responsibility support staff in delivering efficient and effective service. The Director Strategy, Performance and Experience will:

Manage people

- Manage, support and coach staff in undertaking the work and projects of the department.
- Prioritise and monitor team workloads to ensure a balanced approach to service delivery and employee wellbeing.
- Contribute to a positive, enduring and proactive employment relationship.
- Implement a range of people centred plans and actions that support organisation development, engagement, leadership and change.
- Promote and foster a safe and healthy workplace and fair and equitable work practices.

Manage operations

- Coordinate and facilitate a whole-of-division approach to quality-driven business, work planning and service delivery.
- Ensure the division operates within budget with timely and accurate information available to Council.
- Ensure proper use and care of Council assets.
- Ensure all necessary administrative practices and systems are in place to support staff in undertaking their work.
- Ensure decision making processes are appropriate.
- Ensure divisional structure is appropriate to achieving the requirements of the Delivery Program.

Manage relationships

- Act as the primary link between the General Manager and the staff of the Directorate.
- Act as the Directorates spokesperson to the Council, community and the media as agreed with the General Manager.
- Provide adequate and appropriate information on Council to the general community in accordance with Council and statutory requirements.
- Maintain close liaison with other levels of government, statutory authorities and other organisations or stakeholders as appropriate.

Manage performance

- Develop business plans for the Directorate that support Council's community strategic plan, Delivery Program and Operational plan.
- Monitor and manage Directorate performance against the Delivery Program and Operational plan.
- Ensure contemporary management and professional standards are applied, with particular reference to workplace reform, competitive service provision and continuous improvement.
- Manage employee development and performance within the organisation's workforce development framework.

Strategic Context and Accountabilities

The Community Strategic Plan and Delivery Program identify lead, joint and shared accountabilities for service delivery.

Lead accountabilities require the Director Strategy, Performance and Experience to take the principal role in directing and guiding the actions and outcomes required. Whilst the Director may not be wholly responsible for undertaking the tasks, he/she is accountable for reporting on progress and ensuring the successful completion of the accountability.

Joint accountabilities have parts or portions allotted or belonging to the Directorate, which have links to accountabilities allotted to other divisions or departments. Such accountabilities require the Director Strategy, Performance and Experience to work collaboratively with others to ensure there is an integrated and focused approach to service delivery.

Partnering accountabilities are those which benefit from the contribution of other groups or departments, requiring active partnerships to ensure the timeliness, quality and value of the outcome. Partnering accountabilities will be identified and agreed upon as and when required.

In delivering against the community strategies and objectives of the Delivery Program, the Director Strategy, Performance and Experience will have a number of partnering accountabilities. Key partners include working closely with other Directors.

Shared Core Functions

Directors are responsible for a variety of shared core functions across the organisation. These include:

- Communication (internal and external)
- Continuous Improvement
- Councillor liaison
- Customer service
- Engagement
- Integration and partnership
- Staff leadership and management
- Financial Sustainability

Core Accountabilities

In addition to fulfilling core leadership and management accountabilities described above, the Director Strategy, Performance and Experience is accountable for the following role specific tasks:

1. Provide vision, leadership and governance which contributes to Council's strategic direction as a member of the Executive Leadership Team.
2. Oversee the effective management of the directorate and its functions to ensure plant, people and resources are allocated and utilised to achieve optimal efficiency and effectiveness.
3. Apply human centred design principles to manage the provision of services across the Directorate to support Council's outcomes whilst espousing best practice risk management and project management methodologies.
4. Develop, implement and maintain best practice change, people and financial management strategies and frameworks to support the functions of the directorate.
5. Embrace Council's Customer Driven Transformation initiatives to create a strong customer service culture and promote technology-led innovation across the directorate.
6. Work collaboratively with the Executive Leadership Group to proactively progress Council services and operations across the city.
7. Ensure all Directorate activities comply with statutory and legislative requirements specifically relating to Work Health and Safety, Risk Management and Equal Employment Opportunity.

Essential Criteria

8. Degree qualification in Business, Communications, Community, Integrated Planning or related discipline or equivalent experience in a similar director level role.
9. Substantial contemporary industry knowledge in the relevant areas of communications and stakeholder engagement within local government or government sectors.
10. Solid experience and ability to lead, coach and support staff to achieve work targets and objectives effectively and efficiently.
11. Proven analytical, listening and negotiating skills, and the ability to provide considered, timely and pragmatic advice.
12. Demonstrated ability to deliver on the strategic priorities of the organisation as part of the Executive Leadership Team.
13. Demonstrated ability to form effective working relationships with people at all levels of the organisation including Councillors.

Desirable Criteria

1. Post-Graduate qualification in Management or related discipline.
2. Knowledge of and experience in the process and systems of government, ideally within NSW.

Date:

Agreed:

Employee Name

Employee signature