



**SENIOR MANAGER ECONOMIC ACTIVATION,  
STRATEGY AND CUSTOMER RELATIONS**

**JOB & PERSON SPECIFICATION**

**OCTOBER 2024**



# Position Description

<b>Title:</b>	<b>Senior Manager Economic Activation, Strategy and Customer Relations</b>
<b>Classification:</b>	Senior Officer Level 5
<b>Department:</b>	Economic Activation, Strategy and Customer Relations
<b>Current Occupant:</b>	Vacant
<b>This Position Reports To:</b>	Deputy CEO and Director Corporate Services, Strategy and Innovation
<b>Reporting To This Position:</b>	Manager Visitor Economy and Events, Economic Activation and Strategy Lead, Team Leader Customer Experience, Team Leader Communications and Marketing
<b>Location:</b>	Nuriootpa Main Office and VIC, Tanunda
<b>Date Last Reviewed:</b>	October 2024
<b>Approved by:</b>	Deputy CEO and Director Corporate Services, Strategy and Innovation

## Corporate Objectives

All Employees of Council contribute to Council's strategic goals and objectives. The Barossa Community Plan 2020 – 2040 lays the foundation for all strategic decisions made by Council and is supported by a Corporate Plan. The Community Plan provides a clear strategic direction across a range of areas, as well as serving as an overarching guide to measure our decision making and successful delivery of service. The Community Plan shows commitment to the values of Land and Place, Community, Leadership and Achievement with targets that reflect five key themes:



Natural Environment and Built Heritage



Health and Wellbeing



Business and Employment



Community and Culture



Infrastructure

## Customer Service

Council values its customers and strives to provide the right people, efficient processes and systems to deliver a quality customer experience. Every role within Council serves an internal or external customer and we are committed to ensuring that customers are at the centre of everything we do.

## Staff Values and Vision

Our organisational culture is built upon our values of *Inclusiveness*, *Progression* and *Resilience*, with our ultimate vision being that 'Our service uplifts our community'.

**Inclusive**

We approach our work with a collaborative and respectful mindset.

**Progressive**

We show curiosity and explore sustainable and innovative ways of working.

**Resilient**

We are receptive and responsive to growth and change.

## Position Overview

The Senior Manager Economic Activation, Strategy and Customer Relations is responsible for designing and executing innovative strategies that promote sustainable economic growth and enhance the visitor economy, attracting investment, creating jobs within the region, driving economic growth and visitor economy in the region, and fostering strong alliances and relationships with key stakeholders including businesses, government agencies, community organisations, educational institutions, non-profit organisations, and other stakeholders to leverage resources and share best practices.

The role is also responsible for driving the customer experience, shaping Council's brand, continuously improving both external and internal communication and storytelling, and guiding implementation of the Community and Corporate Planning Framework.

As a Senior Manager you will also oversee critical business functions such as Customer Experience, Economic Development and Strategy, Communications and Marketing and Visitor Economy and Events using dynamic and modern leadership practices to drive continuous improvement and the provision of exceptional customer service to the community.

## Key Responsibilities

### Leadership & People Management

- Demonstrate and provide leadership in the areas of Economic Development, Tourism Services, Event Management, Communication and Marketing, and Customer Support within The Barossa Council in accordance with Council's core organisational values.
- Provide input into strategic leadership across the organisation with focus on the application of continuous improvement, best practice and contemporary methodologies in order to generate efficiencies and reach improved outcomes.
- Translate strategic directions and continuous improvement initiatives into operational action plans and drive the achievement of these through the utilisation of available resources in order to reach optimised outcomes, achieve key activities and deliver projects on time and on budget.
- Lead the team with transparency and clarity by setting clear expectations regarding work priorities and Departmental, Directorate and organisational goals.
- Ensure the effective and efficient day to day management and operation of the Economic Activation, Strategy and Customer Relations team and all associated functions using best practice and inspiring leadership skills to ensure engaged and motivated staff, organisational values-aligned staff behaviour and the optimal delivery of key Corporate Services projects and outcomes.
- Build team capability, accountability and responsiveness through the development and implementation of streamlined and improved techniques, work practices and procedures across all facets of the work area in order to achieve departmental and organisational objectives.
- Influence team performance through the application of modern people management, coaching, mentoring and leadership practices including the management of key processes associated with staff performance enhancement and the review and identification direct report's training needs.
- Support staff to deliver high quality services through influencing and driving consistently high performance.
- Promote innovation and ideas within the workplace and empower all staff to participate in continuous improvement initiatives.
- Ensure Economic Activation, Strategy and Customer Relations staff have extensive up to date knowledge of legislative requirements and industry best practice within their functional area of expertise.
- Drive a collaborative whole of organisation safety culture through modelling safety leadership and facilitating continuous engagement and consultation with Workers on safety related matters.
- Ensure all team members comply with Work Health Safety requirements to provide and maintain a safe work place for all Workers.

## Economic Development

- Maintain, review and implement, both strategically and operationally, the Local Economic Development Plan.
- Identify gaps in local economic development activity and strategy, identify solutions, and set a pathway for implementation along with clear responsibilities for key stakeholders including Regional Development Australia Barossa, Barossa Australia and other industry groups.
- Partner with industry and government to support critical infrastructure investment for the sustainability of the community's social and economic infrastructure including water, power and opportunities of decarbonisation, smart regions and diversification of the economy.
- Provide strategic direction and vision for economic development initiatives, tourism services and events, set long-term goals, and oversee the implementation of comprehensive economic development strategies.
- Facilitate engagement across private and public sectors to identify investment opportunities and attract private investment in the region.
- Create and implement strategies to promote economic growth, attract investment, and create jobs within the region and/or organisation.
- Build and foster strong alliances and relationships with key stakeholders including businesses, government agencies, community organisations, educational institutions, non-profit organisations, and other stakeholders to leverage resources and share best practices.
- Collaborate on economic development projects and initiatives and attend relevant industry events and networking opportunities.
- Support the Economic Activation and Strategy Lead to identify what makes us unique, what we have to offer and the core characteristics that connect our past, present and future and facilitate their infusion in Council services and deliverables to protect, enhance, celebrate and responsibly grow our regional identity as place makers and custodians.
- Clarify our identity and use this collective understanding to influence the shape of Council services, places, main streets, events, marketing, promotions and investment.
- Drive essential partnerships with Regional Development Australia Barossa, SA Tourism Commission and Barossa Australia through ongoing clarification of roles and responsibilities, development of annual operational plans and maintenance of associated funding arrangements to deliver on strategic gaps in representation and service delivery.
- Develop and implement a policy roadmap that brings together existing policy frameworks and educate business units around the need for a collective approach to driving economic development outcomes, linked to an Economic Development Plan that is activated and iterative rather than static.
- Facilitate the ongoing development of the business case for the Great Australian Wine Trail.

## Visitor Services and Events

- Oversee the fostering of sustainable growth in the Barossa region's tourism sector and associated businesses, facilitating stakeholder and community engagement and delivering support to tourism businesses, industry stakeholders, and government partners to develop and implement effective visitor economy strategies.
- Provide high level oversight to the provision of a range of tourism services, including managing the nationally accredited Barossa Visitor Centre; development and maintenance of tourism resources, both digital and printed; and provision of exceptional customer service to encourage longer stays, promote dispersal throughout the region, and maximise visitor yield and investment in our region
- Oversee the development and delivery of a proactive strategy for Visitor Services and drive essential partnerships with Regional Development Australia Barossa, SA Tourism Commission and Barossa Australia through ongoing clarification of roles and responsibilities and associated funding arrangements.
- Foster sustainable growth in the Barossa region's tourism sector and associated businesses, stakeholder and community engagement and support with tourism businesses, industry stakeholders, and government partners to develop and implement effective visitor economy strategies.
- Ensure Councils' existing attractions, facilities and events are leveraged, activated and uplifted.
- Oversee the promotion of economic growth and sustainability by facilitating events that are location-based

experiences, and support local businesses, and attract significant local, state, national, and international events that stimulate sustainable tourism, further driving economic growth through increased visitation and overnight stays.

- Provide high level oversight to ensure the ongoing review and implementation of Council's Event Management Policy and associated Guidelines including the assessment of event applications, review of event risk assessments, conduct of pre and post event inspections, determination of bond payments and reimbursements and any proactive or remediation costs deemed appropriate as part of the event management process.

## **Communication and Marketing**

- Provide strategic oversight and lead the transformation and continuous improvement of Council's Communications and engagement function through driving strategic communications activity and modern community consultation practice in order to strengthen Council brand, harness community engagement and build both community and workforce confidence.
- Lead the development, implementation, management and improvement of Council's Communications strategic direction ensuring the application of contemporary practice both internally and externally.
- Influence an internal communications agenda that is built on the principals of best practice communications and engagement methodologies in order to deliver transparent and inclusive communications for staff across all levels.
- Ensure there are systems that provide insights and data related to customer satisfaction levels and engagement related to digital communications for the organisation.
- Oversee the delivery of effective marketing campaigns and promotional materials to showcase the region's assets, attract investment, encourage tourism, amplify events and increase service awareness and participation.
- Promote and champion economic capacity building activities that support Communications Strategy outcomes and build strong community connection, regional identity and engagement with Council programs, services and decisions.
- Drive a strong commercial focus for marketing and creative services to ensure a strong return on investment and reduced reliance on ratepayer funds.
- Contribute to corporate brand management and reputation management by embedding communications function in key strategic project teams Strategic Assets Committee to mitigate reputational risk on major projects.

## **Customer Experience**

- Oversee the provision of a consistent customer experience through the provision of accurate and professional customer service including face to face, telephone, online and web-based service delivery and provision of venue booking services.
- Provide strategic oversight and lead the transformation and continuous improvement of Council's Customer Support function, both internally and externally in order to strengthen the value of Council and build both community and workforce confidence.
- Build a customer support service based around customer experience through a case management and consultative approach.
- Lead the development, implementation, management and improvement of Council's Customer Service strategic direction ensuring the application of contemporary practice both internally and externally.
- Influence an internal customer service agenda that is built on best practice customer service principles in order to deliver effective, relevant and professional services to staff across all levels, ensuring service delivery to the community is optimised.
- Implement systems within available resources and system capacity that provides meaningful insights and data related to customer satisfaction levels.

- Influence an agenda of high quality and consistent customer service delivery to internal and external stakeholders, prioritising customer experience whilst balancing the legislative requirements associated with the Corporate Service's delivery areas.
- Ensure appropriate and timely information and advice is provided to external and internal customers.

### **Strategic Management**

- Support implementation of the Community and Corporate Planning framework at a strategic level across the organisation.
- Support the provision of performance reporting and manage the ongoing development and maintenance of enterprise level reporting systems to drive accountability and transparent measurement of performance in meeting Community and Corporate Plans.
- Inform the ongoing review and development of ESG (Environmental, Social and Governance) driven Community Plan objectives through the measurement of economic, infrastructure and community wellbeing outcomes and identification of emerging needs – through a collaborative and coordinated approach with the Community Development team.
- Manage the implementation and ongoing review of annual and forward work plans and initiatives which build capability, value and opportunities for others to achieve sound governance, legislative compliance and improved capacity to reliably, efficiently and cost effectively deliver on service levels.
- Coordinate the identification, development and monitoring of Economic Activation, Strategy and Customer Relations service levels, performance measures and targets for strategic, corporate and directorate level goals and objectives.
- Monitor and analyse data related to Economic Activation, Strategy and Customer Relations performance and trends and utilise this information to provide recommendations for improvement and inform progressive action.
- Research and remain conversant with current and developing industry trends and their application to Council.
- Report and advise Council of relevant developments, opportunities, risks and considerations as they relate to Economic Activation, Strategy and Customer Relations service provision and decision making.
- Ensure strong stakeholder engagement internally and externally to ensure Council offerings are clear, aligned to business needs, and capable of delivering service excellence to its customers.

### **Financial Management**

- Accountable for the preparation, management, monitoring and reporting of the department's annual budget in consultation with the Deputy CEO and Director Corporate Services, Strategy and Innovation, including the regular monitoring of progress and expenditure against the budget and business plan in accordance with Council's Budget and Business Plan Policy.
- Strictly apply the Council's Procurement and Financial Delegation policies and guidelines to obtain goods and services for Council in an ethical, optimal and appropriate manner.

## **Authority, Responsibility and Accountability**

### **The Senior Manager Economic Activation, Strategy and Customer Relations is authorised to:**

- Provide expertise and multi-functional specialist advice and support to various departments of Council specifically in relation to strategic planning initiatives which have significant impact upon Council operations.
- Initiate, formulate and manage Community/Council programs across a range of strategic and specialist areas within Council.
- Maintain the quality, effectiveness, cost and timeliness of programs/projects under their control.
- Undertake decision making within delegated authority which may have a major impact on strategic planning initiatives.

- Make decisions that are consistent and comply with Council's policy and processes.

**The Senior Manager Economic Activation, Strategy and Customer Relations is responsible to:**

- Ensure all work is undertaken in accordance with relevant legislation and within delegated authority.
- Maintain compliance with and awareness of all Council and Administrative Policies and Processes, guidelines or other relevant directions.
- Maintain compliance with all Risk Management systems including Work Health Safety (WHS), Injury Manage and Return to Work to ensure safety and welfare of self and others in the workplace.
- Undertake duties as a Worker in accordance with obligations under the Work Health and Safety Act 2012.
- Deliver a quality customer experience in accordance with Council's Customer Service Charter.

**The Senior Manager Economic Activation, Strategy and Customer Relations is accountable to the Deputy CEO and Director Corporate Services, Strategy and Innovation for performance primarily determined upon:**

- Achievement of key responsibilities as outlined in this position description to contribute to and support Council's Corporate Plan, Annual Budget and Business Plan and Department Plans.
- Achievement of actions as detailed in Performance Partnering (PP).
- Relationship with internal and external customers.
- Achievement of quality, cost effective and timely outcomes of projects and programs.
- The nurturing and development of a participative environment where staff at all levels are encouraged to contribute to the development of a productive and rewarding organisation.

## Position Competency Profile

Position competency profiles are assessed on an annual basis via a Training Needs Analysis and during Performance Partnering.

<p><b>Knowledge and Skills</b></p>	<ul style="list-style-type: none"> <li>• Specialist tourism/events industry knowledge with experience in a government context.</li> <li>• Sound understanding and commitment to developing and structuring policy, advice and actions for long term benefit.</li> <li>• Highly skilled in motivating, overseeing, coordinating and driving a team of resources through modelling leadership in addition to managing the day to day transactional activity pertaining to people management.</li> <li>• Experience delivering tangible tourism and events outcomes.</li> <li>• Comprehensive understanding of project management and strategic planning principles.</li> <li>• Sound and demonstrated ability to ensure quality service delivery in accordance with agreed levels of service and best practice customer service principles.</li> <li>• Demonstrated ability to positively manage, coach and develop staff/teams.</li> <li>• Detailed knowledge of quality management and continuous improvement principles.</li> <li>• High level of initiative, innovation and demonstrated ability to drive organisational improvement and change management strategies.</li> <li>• Demonstrated experience at a management level including leadership, strategy and management of related functions and activities.</li> <li>• High degree of knowledge of tourism and events facilitation and/or demonstrable understanding of collaborative marketing activities.</li> <li>• Ability to identify and analyse strategic issues, make recommendations and lead the delivery of creative/innovative outcomes.</li> <li>• Advanced ability to resolve conflict and disputes within the community and industry and design solutions that are evidence based.</li> <li>• Exceptional ability to translate complex matters and strategy into tangible solutions for delivery through Council departments or other service delivery methods.</li> </ul>
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	<ul style="list-style-type: none"> <li>• High level business analysis, research gathering, process engineering and data management skills.</li> <li>• Thorough understanding of contemporary Work Health Safety and Risk Management practices.</li> <li>• High level oral and written communication skills, including advanced ability to establish networks, work across a multidisciplinary environment and establish relationships with staff, colleagues and key stakeholders.</li> <li>• High level interpersonal, organisational, negotiation, communication and problem solving skills.</li> <li>• Ability to influence decision making and set and meet work area goals and objectives within broad guidelines.</li> <li>• Ability to be flexible and adaptable whilst maintaining strategic context and focus on achieving strategic outcomes.</li> <li>• High level planning skills, administration and organisational skills.</li> <li>• Sound knowledge of procurement, contract and contractor management principles.</li> <li>• High level and proven financial management skills including sound knowledge of budgeting, costing of works and expenditure control.</li> <li>• Intermediate to advanced ICT skills.</li> </ul> <p><b>Local Government</b></p> <ul style="list-style-type: none"> <li>• A detailed understanding and appreciation of the diverse nature, political environment and community expectations in a political work environment.</li> <li>• Working knowledge and understanding of sound governance principles, report writing requirements and Council processes.</li> </ul>
<p><b>Personal Attributes</b></p>	<ul style="list-style-type: none"> <li>• Highly developed written and verbal communication skills, with the ability to adjust communication style according to various audiences and transition technical concepts into language that is easily understood.</li> <li>• Excellent interpersonal skills including the ability to build and sustain positive working relationships with staff, people at all levels within the public and private sectors, related industry and community interest groups.</li> <li>• Highly developed leadership, networking, negotiating, communication, facilitation and conflict resolution skills.</li> <li>• A strong 'people' and customer service orientation with a record of achieving excellent results.</li> <li>• High level of initiative, ability to take action to achieve objectives and display a sense of urgency and high energy/drive to drive change and improvements.</li> <li>• Ability to foster a high level customer service orientation and a strong collaborative team environment.</li> <li>• Highly developed proficiency in decision making through exercising independent judgement within the constraints of department or corporate policy with the ability to clearly communicate decision outcomes to effected stakeholders.</li> <li>• Detailed knowledge and proven ability to effectively plan, organise and manage own time and the time of other resources in order to set priorities and achieve targets.</li> <li>• Practical and professional approach to complex problem solving, negotiation and conflict resolution to resolve organisational issues.</li> <li>• High level of time management and organisational skills required to in order to plan and prioritise tasks and meet competing deadlines and objectives.</li> <li>• Demonstrated high level of personal integrity and ethics with the ability to maintain confidentiality and discretion and apply the staff Vision and Values.</li> </ul>



	<ul style="list-style-type: none"> <li>• Advanced understanding of effective research methodologies with the skills to put knowledge to practice.</li> <li>• Effective change management and continuous improvement skills.</li> <li>• Intermediate to advanced ICT skills.</li> <li>• Professional with the ability to positively promote and enhance the image of Council.</li> </ul>
<b>Corporate Applications</b>	<p>Essential</p> <ul style="list-style-type: none"> <li>• Microsoft Office Word, Excel, Outlook</li> </ul> <p>Desirable</p> <ul style="list-style-type: none"> <li>• Pathway</li> <li>• Content Manager</li> <li>• TechnologyOne CiA</li> </ul>
<b>Qualifications</b>	<p>Essential</p> <ul style="list-style-type: none"> <li>• An appropriate tertiary qualification and / or significant experience in an equivalent position.</li> </ul>
<b>Experience</b>	<p>Essential</p> <ul style="list-style-type: none"> <li>• Extensive experience in facilitating conversations, developing processes and influencing people to achieve strategic directions and ability to introduce and drive strategic reform, that may be radical in its intent.</li> </ul> <p>Desirable</p> <ul style="list-style-type: none"> <li>• Local Government experience</li> </ul>
<b>Licences/Tickets</b>	<ul style="list-style-type: none"> <li>• Drivers Licence (Class C)</li> <li>• National Police Clearance (NPC)</li> </ul>

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**Employee Signature**

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**Date**

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**Manager Signature**

\_\_\_\_\_  
**Date**



## HOW TO APPLY

Applications should be addressed to Andrew Reed and Bernie Dyer. Please visit [henderconsulting.com.au](http://henderconsulting.com.au) to apply.

For a confidential discussion, please call (08) 8100 8849.

### **Please Note**

Your application will be automatically acknowledged by a return email.