Position description

Strategy and Performance Lead

Department	Strategy, Partnerships and Performance Department
Employment type	Temporary
Classification	Band 7
Location	Warrnambool
Date approved	November 2026
Approving Officer	Executive Strategy, Partnerships and Performance

Position objectives

The Strategy and Performance Lead supports the delivery of Wannon Water's strategic priorities through coordinated strategy implementation, organisational performance and delivery of assigned strategic initiatives.

The role connects strategic direction with the activities and outcomes delivered across the organisation and leads strategic initiatives and vision platform priorities, bringing together contributions across teams to deliver agreed outcomes. It also provides specialist advice and practical support in corporate planning, organisational performance and strategy implementation.

Key responsibilities and duties

Strategy delivery and vision platforms

- Lead, motivate and develop Asset Services employees to ensure the achievement of corporate objectives.
- Demonstrate professionalism and commitment to Wannon Water's values to inspire and influence employees.
- Support the development of Wannon Water through effective change management practices and integrated management philosophies.
- Support team members by optimising and recognising their contribution to the business through providing a positive, challenging working environment that provides opportunity to acquire and utilise skills to increase the productivity of the business.
- Foster an environment of collaboration within the Assets Team and organisation.
- Act as a member of Wannon Water's Senior Management Team and contribute to the performance of this team.

Strategy guidance and engagement

- Develop guidance and practical resources that support consistent understanding and application of Strategy 2040 in organisational planning and delivery.
- Coordinate strategic communications and engagement in partnership with Communications and Engagement Teams, building understanding of the strategy and people's contribution to it.
- Facilitate conversations across business areas about shared outcomes, strategic opportunities and delivery challenges.
- Investigate and analyse strategic and organisational performance issues, identify an appropriate range of options and provide recommendations to support decision-making.
- Prepare advice, briefings and papers on strategic and organisational performance matters.

Organisational performance

- Support the development of and lead agreed elements of the implementation of Wannon Water's organisational performance model, strengthening understanding of progress towards strategic and customer outcomes.
- Develop meaningful performance measures and reporting with business areas, supporting clear accountability for organisational commitments and results.
- Provide analysis and advice on organisational performance, including progress, emerging issues and opportunities for improvement.
- Strengthen the connection between performance reporting, organisational learning and action to improve outcomes.

Branch establishment and organisational adoption

- Support the establishment of the Strategy and Innovation Branch by developing and coordinating agreed elements, including the work program, planning and reporting rhythms, interfaces with other branches and practical systems for tracking commitments and decisions.
- Facilitate discussions that clarify responsibilities and secure agreed contributions from business areas. Support adoption through guidance, coaching and a strategic communications approach developed with Communications and Engagement.
- Maintain continuity of priority strategy, planning and performance activities while establishing improved arrangements that can be sustained beyond the fixed-term appointment.
- Evaluate initial implementation, document lessons and recommend refinements to the branch operating arrangements and the future delivery of vision platform activities.

Organisational relationships

Responsible to	Branch Manager – Strategy and Innovation
Responsible for	Nil
Internal liaison	Strategy and Innovation Branch; Executive sponsors and platform chairs; Branch Managers, people managers and subject matter contributors across Wannon Water
External liaison	Government agencies, regulators, water corporations and sector partners relevant to assigned strategic initiatives Consultants and specialist service providers engaged to support strategic, planning or performance work

Accountability and extent of authority

The position is accountable for:

- Leading assigned strategic initiatives and vision platform priorities and for delivering agreed outcomes within approved objectives, scope, resources and authority.
- Developing, implementing and continually improving assigned components of Wannon Water’s strategy delivery, organisational planning and performance arrangements.

The position:

- Exercises a high degree of judgement and autonomy in determining the approach required to progress assigned work, resolve delivery issues and achieve agreed outcomes within the strategic direction established by the Branch Manager Strategy and Innovation.
- Provides specialist analysis, advice and recommendations to the Branch Manager, senior leaders, initiative sponsors and accountable business owners.
- May coordinate resource contributions and work across organisational boundaries but does not independently commit resources controlled by other business areas.
- Contributes to the development of organisational frameworks, guidance and policy within its area of expertise.

- Decisions, advice and recommendations made by the position may significantly influence organisational planning, strategic delivery, performance arrangements and the success of assigned programs or initiatives.
- Matters involving significant changes to organisational priorities, policy, investment, resource commitments or strategic direction are referred to the Branch Manager Strategy & Innovation or the relevant decision-making authority.

Judgement and decision making

The position requires:

- Specialised problem-solving and analysis across complex strategic, organisational performance and cross-branch delivery matters.
- Recognising when established frameworks, methods and precedents may provide a starting point and when these existing approaches aren't appropriate and develop or recommend alternative approaches.
- The identification and analysis of a range of options where objectives, responsibilities, resource contributions, dependencies or delivery pathways may not be fully defined.
- The position exercises judgement in balancing strategic outcomes, organisational capacity, performance evidence, delivery risks and differing stakeholder perspectives.
- Resolving issues within its area of authority and provide clear recommendations where decisions or interventions are required from senior leaders.
- Working when guidance may not always be readily available within the organisation. The position operates within agreed strategic direction and seeks further direction where matters have significant organisational, policy, investment or reputational implications.

Specialist skills and knowledge

This position requires:

- Specialist knowledge of strategy implementation, organisational planning, organisational performance or a related professional discipline.
- Strong analytical and investigative skills, including the ability to interpret complex information, identify underlying issues and develop practical options and recommendations.
- Understanding of how organisational strategy connects with corporate planning, branch planning, customer outcomes, investment decisions, performance measures and operational delivery.

- Ability to develop and apply frameworks, roadmaps, delivery plans, performance measures and review arrangements suited to organisational needs.
- Understanding of Wannon Water's long-term goals, values and aspirations and the government, regulatory, community and operating context in which it works.
- Ability to assess organisational progress, capacity, risks, dependencies and performance and translate analysis into clear advice and action.
- Knowledge of contemporary strategic planning, performance management, program delivery, facilitation and organisational change practices.
- Ability to prepare high-quality strategic advice, Executive briefings, decision papers, guidance material and organisational communications.
- Understanding of governance, accountability and decision-making arrangements relevant to organisation-wide initiatives.
- Knowledge of budgeting, resource planning and financial principles relevant to the development and delivery of strategic initiatives.

Management skills

The position requires:

- Advanced skills in planning, prioritising and organising complex work to achieve agreed outcomes within available resources and timeframes and despite competing organisational pressures.
- The ability to establish practical work programs, roadmaps, milestones, responsibilities, performance measures and review arrangements for assigned initiatives.
- Coordination of contributions from employees and leaders across different business areas and maintains momentum where resources and responsibilities are distributed across the organisation.
- Identifying and managing dependencies, delivery risks, resource constraints and competing priorities and recommending appropriate responses.
- Leading project teams, working groups, workshops and other collaborative arrangements established to deliver strategic initiatives.
- An understanding of relevant organisational policies and practices and the ability to apply these when establishing and implementing strategic and performance arrangements.
- Where it provides guidance, coaching or development support to others, it is expected to do so in a way that strengthens organisational capability and ownership.

Interpersonal skills

The position requires:

- The ability to gain cooperation, commitment and resource contributions from employees and leaders across the organisation in the delivery of broadly defined strategic priorities and initiatives.
- Highly developed facilitation, consultation and communication skills to build shared understanding, clarify responsibilities and work through differing priorities and perspectives.
- To be able to influence outcomes without relying on direct supervisory authority.
- Working with Executive sponsors, Branch Managers, people managers, subject matter experts and other contributors to resolve cross-organisational problems and delivery barriers.

- Communicating complex strategic and performance matters clearly to audiences with different levels of knowledge and involvement.
- Preparation and presentation of clear analysis, recommendations, briefings, reports and guidance within its field of expertise.
- Sound judgement, professionalism and discretion when dealing with sensitive organisational, performance and stakeholder matters.
- Liaising with government agencies, water corporations, consultants and other external organisations to discuss strategic or specialist matters and identify relevant practices and opportunities.

Qualifications and experience

- Relevant tertiary qualifications in strategy, business, public administration, organisational performance or a related field, or equivalent relevant experience.
- Experience in organisational planning, performance or strategy implementation, including development of practical approaches suited to business needs.
- Demonstrated success leading complex initiatives involving several teams and delivering agreed outcomes.
- Experience preparing clear reports, guidance and advice for senior leaders and organisational audiences. Experience in the water sector or a regulated service environment is desirable.
- A valid Australian driver's licence is required.

Our values and Code of Conduct

All employees are required to act in accordance with the Code of Conduct for Victorian Public Sector Employees and demonstrate the Victorian Public Sector values of responsiveness, integrity, impartiality, accountability, respect, leadership and human rights, together with Wannon Water's organisational values.



Inclusion and diversity

We embrace all forms of diversity and promote family friendly working hours and leave arrangements to ensure our workforce reflects the community that we serve.

Policies and procedures

All employees are required to adhere to systems, policies and procedures in relation to our activities. Employees shall not use their position for personal gain or advantage, nor disclose any confidential information acquired through employment by the Corporation.

Occupational health and safety

We've developed OH&S policies and procedures designed to meet the requirements of the internationally recognised Australian Standard/New Zealand Standard 4801 (AS/NZS 45001). These standards ensure that all employees are provided with a safe and healthy working environment.

Equal employment opportunity

We follow the principles of equal employment opportunity and every employee is responsible for ensuring the workplace is free from discrimination.

Training and development

Well-planned training is crucial to our success. Managers and employees work collaboratively to identify training and development needs to equip our employees with the necessary knowledge and skills to perform their roles effectively. Each year, managers conduct performance reviews with employees to identify, plan, and initiate relevant training and development for the upcoming twelve months.

Signature

Employee Name	Employee Signature	Date