



# Position Description

<b>Position title:</b>	General Manager Operations
<b>Classification:</b>	Common Law Contract, Fixed Term 12 months
<b>Directorate:</b>	Land and Marine Management
<b>Approved:</b>	Director Land and Marine Management

## About the Position

The General Manager Operations is a senior leadership role responsible for the integration, optimisation, and performance of the organisation's operational delivery system across coast and park management functions.

Reporting to the Director Land and Marine Management, the role provides system-level operational leadership across multiple operational managers, ensuring that strategy is translated into coordinated, efficient, and high-performing delivery across the estate.

A core component of the role is the strategic oversight and implementation of the National Park management function transition into the Great Ocean Road Coast and Parks operating model, ensuring seamless integration of systems, workforce, processes, and service delivery outcomes.

The role also seeks to ensure clarity, understanding, and alignment of roles, responsibilities, and operational interfaces across environment, emergency management, infrastructure, visitor services, and asset management functions, enabling a coordinated and effective "one system" approach to land and marine management.

## About the Great Ocean Road Coast and Parks Authority

GORCAPA is the dedicated Victorian Government entity entrusted with the care, protection and sustainable management of one of Australia's most breathtaking and culturally significant coastal regions. Established under the *Great Ocean Road and Environs Protection Act 2020*, GORCAPA was created to address the complex and fragmented management of the coastline and ensure the long-term conservation of this iconic landscape.

GORCAPA is responsible for managing more than 150,000 hectares of coastal reserves, National Parks, Marine Sanctuaries and foreshores stretching along 355 kilometres of stunning coastline. This includes high-profile sites such as the Twelve Apostles Visitor Experience Centre and Cape Otway Lightstation, as well as local ports, community reserves and critical marine environments.

At the heart of its work is a commitment to protect the unique environmental, cultural, heritage and community values of the region. GORCAPA acknowledges the intrinsic connection of the Eastern Maar and Wadawurrung Peoples to Country and actively involves them in its land management and decision making. GORCAPA engages with local communities and other responsible entities to integrate cultural knowledge, ensure environmental

stewardship, support sustainable visitation and build lasting benefits for regional economies and generations to come.

## About the Directorate

### Land and Marine Management Directorate

The Land and Marine Management Directorate provides strategic leadership and operational delivery to protect, plan and manage coastal and marine environments across the organisation. Working collaboratively with communities, Traditional Owners, government agencies and key stakeholders, the Directorate ensures a coordinated and best practice approach to coastal planning, land use and environmental stewardship.

The Directorate leads the development of strategic coastal and land management plans that guide the sustainable use and development of Crown land, while ensuring all activities comply with planning, environmental and heritage legislation, policy and regulatory frameworks. It also provides expert advice and direction to support long-term resilience, adaptation and responsible coastal management.

Through its operational functions, the Directorate delivers essential maintenance, environmental and capital works programs to support safe, accessible and enjoyable coastal experiences. This includes managing critical infrastructure, maintaining public facilities, undertaking environmental works, and ensuring the ongoing care and presentation of coastal assets.

By integrating strategic planning with on-ground delivery, the Directorate plays a key role in safeguarding coastal and marine environments for current and future generations.

## Key Accountabilities

### 1. Operational System Leadership & Integration

- Lead the integration of coastal and park operational systems into a cohesive, end-to-end operating model, minimising risks and maximising outcomes during the transitional period.
- Provide leadership oversight to operational managers to ensure consistent application of strategy, standards, and service expectations
- Support managers to translate Director-level strategy into coordinated operational execution frameworks across multiple delivery areas
- Support managers to align operational activity with organisational priorities, risk frameworks, and service outcomes
- Prepare authoritative reports and briefs on complex operational matters, demonstrating a capacity to provide evidence-based recommendations for executive decision-making.

### 2. National Park Integration

- Provide strategic oversight of the settlement and integration of National Park management functions into the Authority's operational model
- Lead transition planning across systems, governance, and service delivery arrangements
- Ensure continuity of operations, risk management, and service delivery during transition phases
- Oversee the onboarding of National Parks Act reporting function within relevant business units.

### **3. Operational Optimisation & Performance Improvement**

- Lead continuous improvement of service delivery models, workforce deployment, and operational systems to define and refine future ways of working.
- Drive consistency and standardisation across geographically dispersed operations

### **4. Cross-Business Alignment & Integration**

- Ensure operational alignment across Environment, Emergency Management, Infrastructure, Planning and Visitor Services functions
- Work collaboratively with senior leaders to ensure integrated planning and delivery across business units
- Resolve interdependencies between operational streams to ensure seamless delivery of outcomes

### **5. Leadership of Operational Managers**

- Provide direct leadership, oversight, and performance management of operational managers
- Ensure clear accountability, role clarity, and delegation frameworks across the operational hierarchy
- Partner with operational leaders to build and strengthen capability across the cohort, ensuring the organisation has the right skills, experience, and capability embedded within the structure, while fostering a culture of performance, accountability, collaboration, and continuous improvement.

### **6. Operational Strategy Translation & Execution**

- Translate organisational and Director-level strategic priorities into executable and standardised operational systems and programs
- Ensure alignment between strategy, funding, workforce capability, and delivery capacity
- Support the development of operational frameworks, standards, and delivery models
- Ensure operational readiness to meet current and emerging service demands
- Support any identified workforce change processes associated with the integration of National Park functions and the ongoing evolution of the operating model, including effective industrial relations management, enterprise agreement interpretation, and change implementation

**7. Stakeholder & Internal Partner Alignment**

- Work closely with internal business units to ensure alignment of operational priorities and delivery systems
- Engage with Traditional Owner groups, government stakeholders, and delivery partners as required to support operational integration
- Support consistent messaging and alignment across operational functions

**8. Financial, Risk & Resource Optimisation**

- Oversee operational budget planning and resource allocation across multiple operational areas
- Ensure efficient deployment of workforce, assets, and contractor resources across operating environments.
- Monitor transitional operational risk exposure and ensure appropriate short and long mitigation strategies are implemented
- Support financial discipline and value-for-money outcomes across operations

**9. Emergency Management & Operational Readiness**

- Support integration of emergency management function into operational planning and delivery
- Support coordinated response capability across coastal and park operations during incidents
- Ensure workforce preparedness, training, and capability for emergency scenarios

Key Selection Criteria	
<p><b>Qualifications &amp; Experience</b></p>	<p>Tertiary qualifications in environmental management, coastal management, planning, engineering or a related field</p> <p>Significant senior leadership experience (10+ years minimum) in complex operational environments</p> <p>Experience operating within government or statutory authority contexts and aligning delivery with legislative requirements</p> <p>Proven experience leading multidisciplinary teams and delivering complex, cross-functional programs of work</p> <p>Experience in public land, infrastructure, environmental management or similarly complex service delivery environments</p>

<b>Strategic &amp; Policy Expertise</b>	<p>Strong capability to translate organisational and executive-level strategy into operational frameworks, systems and delivery models</p> <p>Demonstrated experience in operational integration programs or major organisational change initiatives</p> <p>Experience developing and implementing strategic operational frameworks, standards and service models</p> <p>Ability to align operational systems with policy, funding, workforce capability and service delivery requirements</p> <p>Strong understanding of coastal, environmental, land management and public infrastructure policy environments</p>
<b>Operational Leadership</b>	<p>Leading multiple teams or business units in complex service environments</p> <p>Driving operational performance, workforce planning and service delivery improvement</p> <p>Building accountability, capability and continuous improvement cultures</p> <p>Managing operational risk and supporting integrated service delivery across functions</p>
<b>Stakeholder Engagement &amp; Negotiation</b>	<p>Engaging and influencing across government, internal teams and external partners</p> <p>Working effectively with Traditional Owners and key stakeholders</p> <p>Aligning competing priorities in complex organisational environments</p>
<b>Problem-Solving &amp; Decision Making</b>	<p>Applying evidence, data and judgement to complex operational decisions</p> <p>Assessing risk and implementing practical solutions in dynamic environments</p>
<b>Project &amp; Financial Management</b>	<p>Experience managing large projects, including planning, budgeting, and meeting deadlines. Demonstrated business planning and financial analysis capability.</p>
<b>Research &amp; Reporting</b>	<p>Ability to prepare authoritative reports and briefs on complex issues.</p> <p>Demonstrated capacity to provide evidence-based recommendations for executive decision-making.</p>
<b>Change &amp; Innovation</b>	<p>Leading operational change and transformation initiatives</p> <p>Improving and standardising systems, processes and service models</p> <p>Embedding continuous improvement and performance-focused cultures</p>

### Terms and conditions of employment

Appointment to this position is subject to the successful applicant being able to:

- Provide a National Police Check Certificate
- Obtain a Working with Children Certificate
- Provide evidence of Australian Work Rights
- Hold a current Australian Driver's Licence.

### Organisational relationships

Reports to: Director Land and Marine Management

Direct reports: Three

Internal liaisons: All Great Ocean Road Coast and Parks Authority directorates

External liaisons: Community, agencies and government stakeholders.