



APPLICANT PACK

# Manager External Stakeholder Engagement

City of Gold Coast



**Leading  
Roles**

People ▶ Performance ▶ Partners

CITY OF  
**GOLDCOAST™**

## CONTACT

Angie Simmonds  
Principal Talent Consultant  
Leading Roles

📞 0476 861 300

✉ [Angie.Simmonds@leadingroles.com.au](mailto:Angie.Simmonds@leadingroles.com.au)

# Message from the Chief Customer Officer

Dear Candidate,

Thank you for your interest in the role of Manager of External Stakeholder Engagement at the City of Gold Coast. This is an exceptional opportunity to lead a key function that shapes how we engage with our community and navigate the City's transformational growth.

The City is undergoing significant development, driven by major infrastructure investments and a renewed focus on transparency and trust. This role is central to ensuring our engagement strategies align with the City's vision and build lasting connections with our stakeholders.

As Manager of External Stakeholder Engagement, you will lead a dedicated team of 45 professionals. Your leadership will guide strategic initiatives ranging from supporting a \$900 million capital program to driving behavioural change and fostering community participation.

Leadership at the City of Gold Coast means more than managing operations—it's about cultivating a culture of innovation, continuous improvement and inclusion. We seek leaders who can balance strategic vision with the practical skills needed to deliver measurable outcomes. Your ability to bring people together, foster trust and drive maturity in engagement practices will be critical to success.

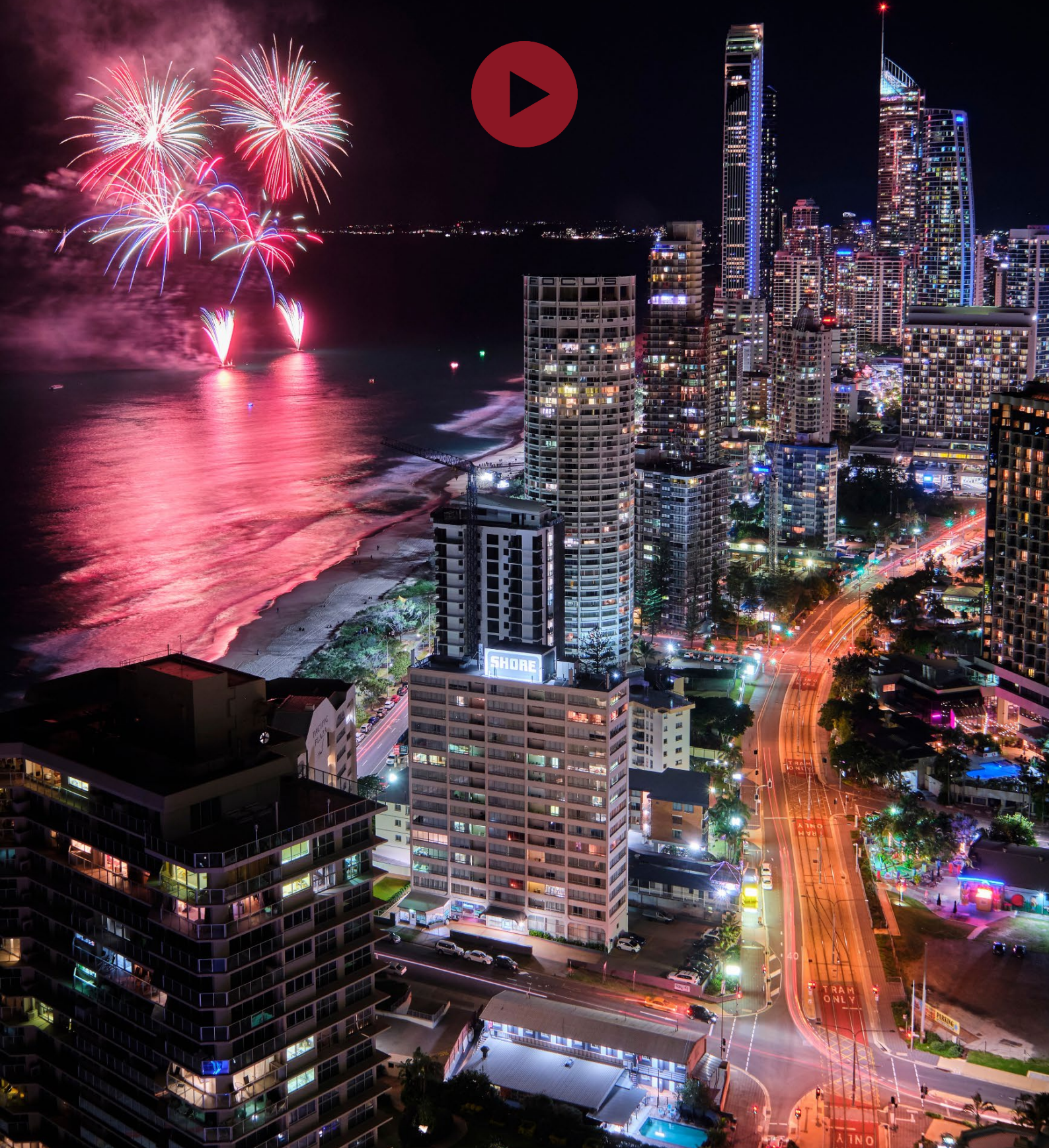
This role offers the opportunity to make a tangible and lasting impact, and your work will strengthen the City's connection with our vibrant and diverse community.

I look forward to learning how your leadership and experience can shape this role and the exciting future of the City of Gold Coast.







Warm regards,  
Rod Netterfield  
Chief Customer Officer  
City of Gold Coast



Be part of shaping the  
future of Gold Coast



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We acknowledge and pay respects to the traditional Aboriginal people of these lands and waters and we acknowledge all their descendants. We also acknowledge the many Aboriginal people from other regions as well as Torres Strait and South Sea Islander people who now live in the local area and have made an important contribution to the community.



# The Opportunity

The City's organisational restructure in November 2023 led to the establishment of the External Stakeholder Engagement unit within the Chief Customer Office. This unit brings together expertise from five directorates to form a Centre of Excellence for stakeholder engagement. This new structure provides a consolidated approach, enhancing consistency, strategic alignment and responsiveness to the Gold Coast community's needs.

The Manager of External Stakeholder Engagement will play a crucial role in further maturing this Centre of Excellence. Reporting to the Chief Customer Officer and managing a dynamic team of approximately 45 members, the incumbent will lead the City's external engagement strategy and initiatives. The successful candidate will bring together diverse community projects and stakeholder consultation and engagement activities, transforming community relations and aligning with the City's strategic objectives.

## Role Overview

The Manager of External Stakeholder Engagement will:

- Oversee a complex stakeholder engagement program aligned with the City's strategic goals.
- Ensure engagement practices reflect industry best practices and foster high performance.
- Lead strategic initiatives, drive behavioural change in the community and manage diverse project engagements.

The role demands strategic leadership, an analytical mindset and a commitment to community impact. This position will be integral to the City's efforts to enhance trust, inclusivity and resilience across its stakeholder relationships.



## Strategic Contribution

The Manager will shape and deliver engagement strategies that directly support City programs and policies, such as:

- **Organisational Strategy:** Ensuring all stakeholder interactions align with overarching City goals, fostering transparency and trust.
- **Community Engagement:** lead the enhancement and encouragement of robust public participation in the development of key City Strategies, Plans and initiatives.
- **Behaviour Change:** lead the City's approach to tackling key sustainability challenges like waste management, active travel and environmental resilience.
- **Project Engagement:** Supporting a \$900 million capital program with strategic and tactical engagement efforts to drive project success.

The incumbent will ensure that the City transitions to a strategic engagement model where best practice engagement approaches are applied across the entire portfolio of activity, striving for greater participation and long-term trust. This will involve promoting innovative and digital engagement methods to address a wide range of community needs.



## Key Responsibilities

- **Leadership and Team Management:** Oversee a large, diverse team, nurturing a culture of respect, collaboration and continuous improvement. The Manager will ensure the Council’s high-performance principles are upheld and guide the professional development of team members.
- **Strategic Planning and Execution:** Develop and implement stakeholder engagement frameworks that align with City policies, ensuring legislative compliance and integration of the City’s High-Performance Principles. The Manager will steer engagement efforts for capital projects, community outreach and behavioural change programs.
- **Community and Stakeholder Engagement:** Build, maintain and strengthen relationships with a broad spectrum of stakeholders, including government bodies, community groups and private enterprises. The Manager will be adept at handling high-impact initiatives and managing the City’s reputation in a politically dynamic environment.
- **Advisory and Communication:** Provide expert guidance to internal and external stakeholders, leveraging data insights and public sentiment analysis to inform decisions. The Manager will ensure all communications are clear, persuasive and resonate with a wide variety of audiences.

## Key Stakeholder Relationships

- **Internal:** Collaborate with the Chief Customer Officer, Senior Leadership Team and service owners across departments. The role requires adept navigation of internal dynamics to drive unified engagement efforts and leverage organisational resources.
- **External:** Establish and maintain connections with federal and state agencies, community groups, residents and businesses. The role includes responsibility for representing the City on several regional, state and national groups, advocating effectively for community interests.



# Organisational Alignment

The team is transitioning towards a more cohesive, integrated model. The Manager will address current gaps in alignment, optimising the team's skills and driving maturity in engagement practices. By working closely with other branches like Infrastructure, Planning and Regulation and Environment, Heritage and Resilience, the role will support broader strategic goals.

There are strategic partnerships with external consultants which the Manager may leverage, but the focus will be on developing internal expertise over time. The role will also ensure smooth collaboration with the City's business partner model and contribute to evolving operational frameworks.

# Challenges & Opportunities

The City is at a pivotal moment, experiencing significant growth and investing heavily in infrastructure and services to shape its future. Alongside this development, a robust customer experience program is underway to meet public demand for greater engagement and transparency

The Manager will offer specialist leadership to address these emerging challenges and opportunities, including:

- Implementing data-informed engagement strategies that drive behaviour change.
- Enhancing the maturity of the City's engagement framework, moving from transactional interactions to meaningful, participatory relationships.
- Developing agile and responsive systems for real-time community feedback and sentiment analysis.

The role provides an opportunity to make a lasting impact on the community and shape the future of engagement practices for one of Australia's most dynamic cities.



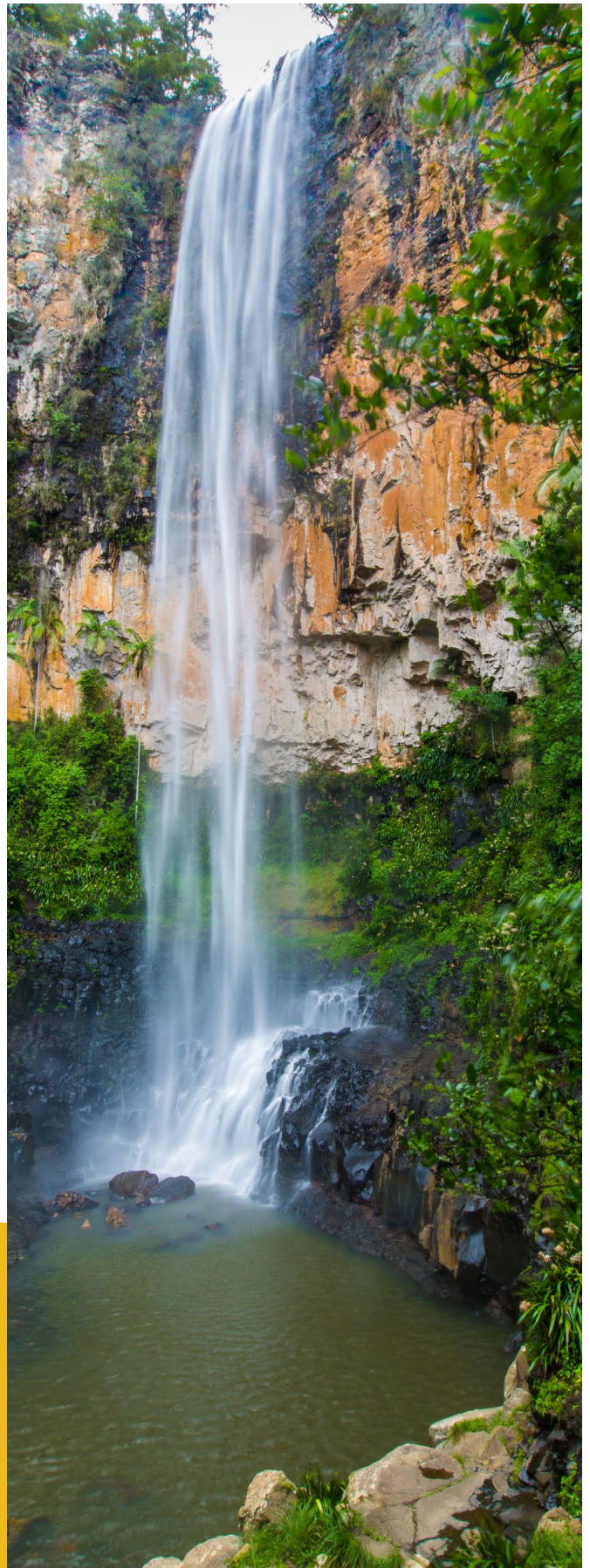


# Technical Competencies

- **Stakeholder and Community Engagement:** The ideal candidate will have a robust background in stakeholder engagement, community consultation and project communication. They should understand best practices for behavioural change and bring a visionary approach to public involvement.
- **Data and Digital Proficiency:** A strong command of data-driven insights is essential. The Manager will oversee engagement metrics, voice-of-customer initiatives and the implementation of new tools like the forthcoming SRM system. Familiarity with digital engagement platforms and emerging technologies will be highly valued.
- **Strategic Leadership:** The Manager should demonstrate strategic thinking, with the ability to plan long-term and manage evolving community needs. A history of successful leadership in similar roles, preferably within local government or large organisations, is crucial.

# Personal Attributes

- **Leadership Style:** The Manager must inspire and empower their team, focusing on professional development and a culture of innovation. Balancing high expectations with an empathetic approach will be vital.
- **Interpersonal and Influencing Skills:** Exceptional communication skills across mediums are required, with the ability to influence diverse groups and navigate complex stakeholder environments. A strategic yet approachable demeanour will aid in forging strong relationships both internally and externally.
- **Resilience and Adaptability:** The role requires someone who thrives in a fast-paced, politically sensitive environment, capable of handling public scrutiny and managing reputational risks with composure.





# Selection Criteria

- **Leadership and Team Development:** Demonstrated ability to lead, mentor and manage diverse teams, fostering a high-performance culture and aligning team efforts with strategic objectives.
- **Strategic Engagement Expertise:** Proven experience in designing and executing stakeholder engagement strategies that achieve meaningful outcomes, including managing relationships with community groups, government agencies and private sector stakeholders.
- **Data-Driven Insight and Innovation:** Strong skills in using data and digital tools to inform and enhance engagement strategies, with experience in applying emerging technologies to improve stakeholder outreach.
- **Communication and Influence:** Exceptional communication and interpersonal skills, with the ability to convey complex information clearly and persuasively to a range of audiences, and effectively manage public perception and expectations.
- **Strategic Planning and Organisational Agility:** Ability to think strategically and manage competing priorities within a complex organisational environment, driving maturity and alignment in engagement practices to support City goals.



# About Council

**The City of Gold Coast is the second largest local government in Australia and serves a community of approximately 650,000 residents. The council employs around 4,500 staff and has an annual budget of \$2.2 billion.**

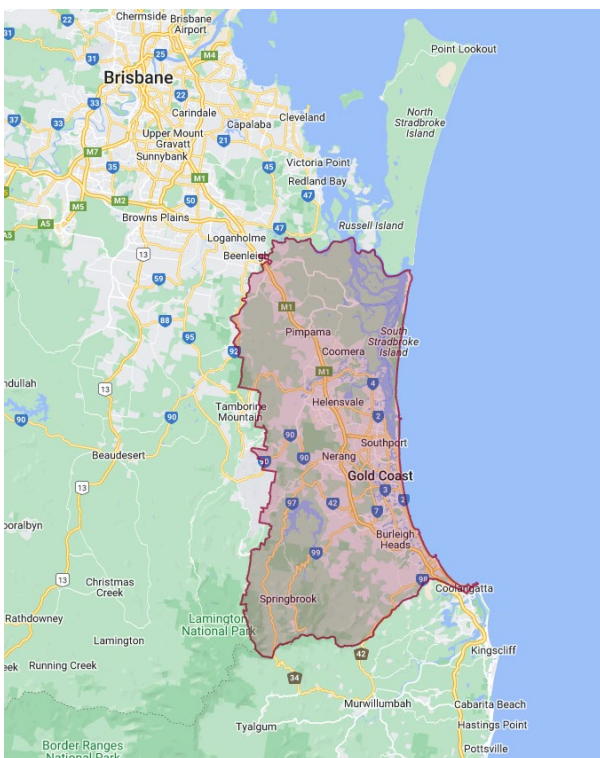
The City of Gold Coast is divided into fourteen (14) divisions and encompasses the entire Gold Coast region which stretches along the southeastern coast of Queensland. The region includes diverse communities such as Surfers Paradise, Broadbeach, Burleigh Heads, Coolangatta and many others.

The region is known for its vibrant tourism industry, beautiful beaches and a growing population, currently estimated at 647,824 residents (2022).

The City of Gold Coast covers an area of more than 1,400 square kilometres with commercial and urban development, over 55 kilometres of beaches, more than 270 kilometres of navigable waterways and a world heritage forest.

The City plays a crucial role in fostering economic growth and development in the region. It supports local businesses, promotes tourism, attracts investment and works to create employment opportunities.

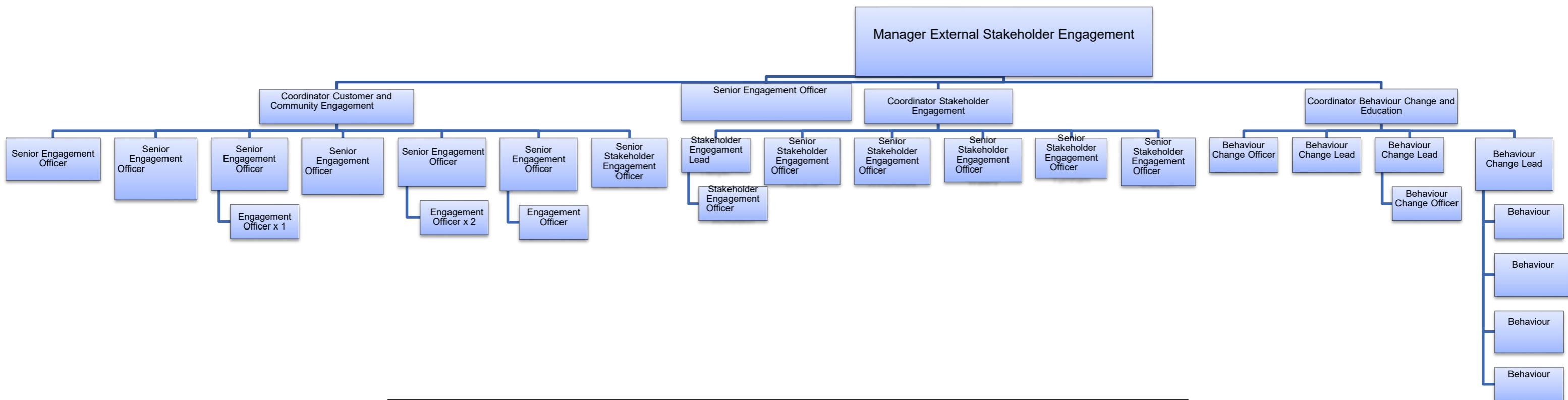
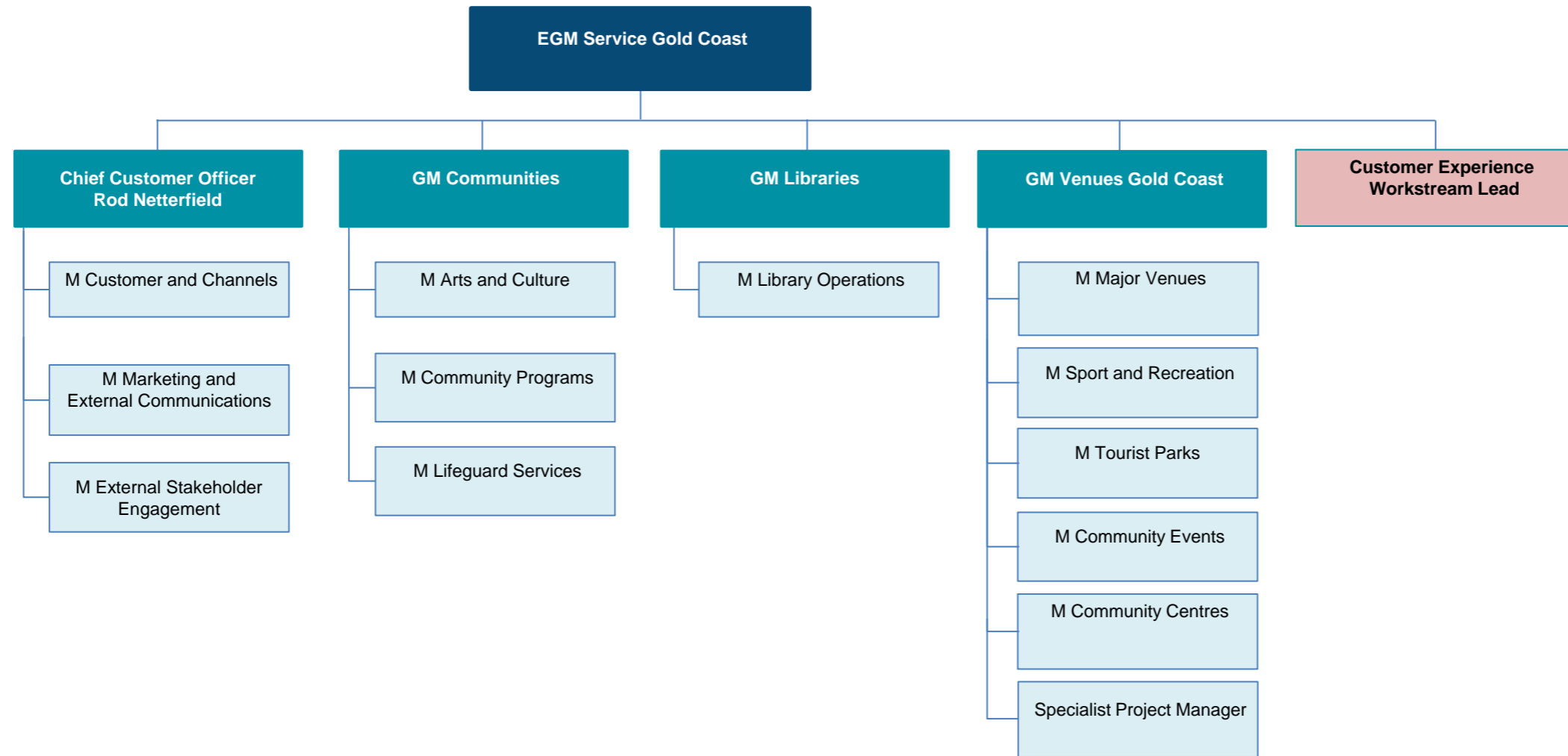
The Gold Coast has a diverse economy, with sectors such as tourism, hospitality, construction, education, health and professional services playing significant roles.



## Links to Council Information



# Organisational Structures





# Living in the Region



## Housing

Housing on the Gold Coast is diverse, offering a range of options to accommodate the needs and preferences of its residents. Property prices can vary significantly depending on factors such as location, property type, size, and proximity to amenities. Beachfront and waterfront properties, as well as those in highly sought-after suburbs, tend to command higher prices.



## Educational Facilities

The City of Gold Coast is well-served by both state and private school facilities, there are more than 100 schools throughout the region. For those wishing to further their education, there are three universities and several Queensland TAFE campuses along with other independent tertiary education facilities all located throughout the City of Gold Coast.



## Healthcare

There are excellent medical facilities in the region with both public and private hospitals readily available including Gold Coast University Hospital, Robina Hospital and the Varsity Lakes Day Hospital. The region is home to medical centres, private health centres, dental practices, aged care facilities and other traditional and non-traditional medical practitioners.



# Living in the Region



## Shopping & Dining

The City of Gold Coast is abundant with shopping choices, from major shopping centres to quaint boutiques and art galleries. The dining is second to none in the region, with fresh local produce and dining options ranging from fast food and cafe dining to 5-star restaurants.



## Sports & Recreation

The City of Gold Coast is spoilt for choice with excellent sports and recreational facilities, and many sporting clubs in the region including football, netball, soccer, rugby union and tennis to name a few. If you prefer more leisurely pursuits and getting outdoors the region is a haven for exploring local beaches, national parks and local waterways.



## Getting Around

City of Gold Coast is located approximately 1 hour and 15 minutes south of Brisbane and 41 minutes north of Tweed Heads by road. Located in the suburb of Coolangatta, the Gold Coast Airport is the primary airport serving the region. It is situated close to the Queensland-New South Wales border and is approximately 25 kilometres south of Surfers Paradise. The airport offers domestic and international flights, connecting the Gold Coast to various destinations within Australia and overseas.

# Gold Coast 2032





# Recruitment Process and Timeframes

## How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter addressing the Selection Criteria

## Evaluation Process

Leading Roles and the City of Gold Coast will determine a shortlist of suitable applicants based on desktop review of applications and initial interviews with a select group of applicants.

Applicants that have been shortlisted will be advised and asked to attend an interview with the interview panel. City of Gold Coast may elect to undertake further interviews as required.

Preferred applicants will be required to undertake psychometric assessments to assist in understanding the working preferences and attributes and potential fit to the role.

Following the selection of a preferred applicant the City will require further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at the offer stage.



### Applications Open

- Week Commencing Monday 13 January 2025



### Applications Close

- 5pm Wednesday 5 February 2025



### Initial Assessment

- Week Commencing 3 February 2025



### Council Interviews

- Week Commencing 10 February 2025

\*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and applicant availability.

## Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. It will not be given to any other person or agency unless you have given us permission, or we are required by law.



# MARK OGSTON

Chief Executive



Mark founded Leading Roles in 2012 to provide specialist assistance in recruitment and human resource related projects for councils, and he is a passionate advocate for the development and performance of the local government sector.

Mark leads all our client engagement, the Leading Roles recruitment team and undertakes executive level recruitment projects for the company.

Client Rating



Candidate Rating



## CONTACT

☎ 0407 674 412

✉ [mark.ogston@leadingroles.com.au](mailto:mark.ogston@leadingroles.com.au)

🌐 [leadingroles.com.au](http://leadingroles.com.au)



## ANGIE SIMMONDS

Principal Talent Consultant



Angie’s experience is primarily as an internal recruiter, working in both the blue- and white-collar spaces. Initially studying law, Angie realised that while people engagement was important in her career path, she wanted to influence people’s lives in a different way. In 2015, Angie found herself in a Recruitment role and that’s where she found her passion.

She loves that recruitment can be challenging, but also that you get to engage with all different types of people and personalities and ultimately change lives. Angie enjoys relationship building, learning and delivering high quality outcomes for candidates and clients.

### CONTACT

- 0476 861 300
- angie.simmonds@leadingroles.com.au
- leadingroles.com.au

Client Rating ★★★★★

Candidate Rating ★★★★★



# Leading Roles

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ATTACHMENT

# Position Brief

# Manager External Stakeholder Engagement

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Service Gold Coast	Chief Customer Officer	Manager	5	Chief Customer Officer

## Position Overview

The Manager External Stakeholder Engagement is responsible for engaging and consulting with stakeholder groups to understand community needs and wants to better inform City strategy and planning activities. The role will also drive consistency across all stakeholder groups by using aligned methodologies.

The role will manage a business unit of approximately 45 staff and report to the Chief Customer Officer.

## Key working relationships

- The Manager of External Stakeholder Engagement will work closely with the Chief Customer Officer and team members from the Senior Leadership Team
- The incumbent will liaise with internal stakeholders from across the organisation as part of driving optimal external stakeholder engagement outcomes for the City
- The incumbent will liaise with various external stakeholders including but not limited to:
  - General public, residents and ratepayers
  - Federal and State Government Departments and Agencies
  - Other Local Governments and Boards
  - Businesses, Private Enterprise
  - Relevant Community Groups and organisations
  - Contractors and Consultants



# Manager External Stakeholder Engagement

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Service Gold Coast	Chief Customer Office	Manager	5	Chief Customer Officer

## Roles and responsibilities

- Accountable for a Business Unit responsible for stakeholder engagement and advice relating to a variety of community projects.
- Implement external stakeholder engagement initiatives that achieve results, subject to consistency with Branch deliverables, approved operating plans, objectives and precedents.
- Drive high safety and wellbeing awareness and a culture of care and respect for the work environment.
- Implement and sustain initiatives to ensure all activities undertaken by the Business Unit reflect the organisations High Performance Principles.
- Determine whether operational procedures and policies need to be developed or modified, consistent with standards or existing principles, in order to achieve required and optimal results.
- Liaise and partner with external organisations (including government departments) and other executives within the Branch or across the City, to gain participation of a network of stakeholders with differing contributions/varied views, to ensure the effective and efficient delivery of external stakeholder engagement.
- Deliver agreed levels of service provision having regard to legislative requirements, council policy, current industry and best practice.
- Develop and communicate Business Unit service plans.
- Plan, organise, coordinate and ensure achievement of results, through appropriate management and development of Business Unit human resources and management of the Business Unit budget .
- Demonstrate mature judgment, analytical, evaluative and/or constructive thinking in ensuring Business Unit interests and issues (particularly those of a critical nature) are appropriately addressed.
- Provide expert advice, leadership and guidance around external stakeholder engagement to Business Unit resources, other specialists and various areas of Council as required.
- Maintain up to date, thorough and comprehensive knowledge of relevant legislation (statutory and regulatory requirements), policies and procedures as they relate to the Business Unit.
- In collaboration with relevant internal stakeholders, develop and implement a stakeholder engagement strategy and methodology, ensuring that stakeholders are engaged, consulted and empowered appropriately so that community needs are understood to better inform City strategies, programs, services, decisions and projects.
- Centralise and streamline the delivery of stakeholder engagement services through collaboration with service owners across the organisation.
- Continuously review, inform and improve stakeholder engagement services through seeking feedback from customers, ensuring connectedness and inclusivity is fostered.
- Establish and maintain strong relationships with key stakeholders to assist with promoting a positive image of the City.
- Establish and maintain a register for key community and stakeholder contacts, activities and campaigns, in collaboration with other Branch executives.
- Monitor relevant communication strategies, plans and events that impact stakeholders, to enhance stakeholder engagement connections and relationships.



# Manager External Stakeholder Engagement

## Competencies

Competency	Competency definition	Level	Level definition
<b>Leading People</b>	Lead people to build a positive and productive organisation aligned to our City Vision.	Managerial	Develop leaders at all levels, creating and maintaining a leadership and development culture and promoting performance partnering.
<b>Influencing and Partnering</b>	Build internal and external relationships, developing connections that shape our future.	Managerial	Influence and involve stakeholders, focusing on the future of the organisation, engaging a wide range of individuals and groups to build that future.
<b>Executing Vision</b>	Understand and develop strategic direction, exercising decision-making that delivers the City Vision.	Managerial	Shape the organisation's vision through plans and projects that deliver priority outcomes.
<b>Business Acumen</b>	Understand, plan and apply commercial processes in order to optimise value, mitigate risk and maximise results.	Managerial	Apply strategic management to finance and business plans, actively pursuing risk mitigation and commercially optimised strategies.
<b>Good Governance</b>	Maintain a holistic perspective, understanding and applying policy, legislation and contemporary systems and processes.	Managerial	Promote a culture of quality, efficiency and awareness to ensure compliance, contemporary processes and competitive service.
<b>Portfolio Management</b>	The centralised management of one or more portfolios, which includes identifying, prioritising, authorising, managing, and controlling projects, programs and other related work to achieve specific strategic business objectives.	Tactical	Delivers services and links programs of work to the overarching strategies for a Branch. Comprehensively applies portfolio management methodology for internal function of a Branch.

## Mandatory qualifications / requirements

- Bachelor Degree of Business and/or equivalent knowledge.
- Bachelor Degree of Arts (Community Engagement) or equivalent knowledge (Desirable). Experience in strategic management, planning and delivery of communications/stakeholder management, preferably for a government/large organization.
- Self motivated proactive leader with exceptional influencing skills
- to improve and enhance City reputation.
- Exceptional verbal and written communication skill across a range of mediums in public relations, engagement and communication including strong interpersonal skills with confidence and skill in persuasive communications.
- Ability to identify strategic partnership opportunities and build mutually beneficial cross-sector relationships with community groups and external stakeholders.
- Ability to understand and provide advice relative to public perceptions to maximise opportunities to improve the City's reputation.
- Strong project management skills, with the ability to effectively manage competing demands from stakeholders with differing contributions and priorities in a multifaced diverse organisation.

