



APPLICANT PACK

# Chief Executive Officer

Central Highlands Regional Council



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Roles**

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## CONTACT

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# Message from the Mayor

Welcome, and thank you for your interest in the Chief Executive Officer role at Central Highlands Regional Council.

Our region is at a pivotal point and we are seeking a leader who shares our vision for a vibrant, sustainable future.

The Central Highlands is a dynamic and diverse community with a rich heritage and a strong connection to the land.

As Mayor, I believe in the importance of transparent governance, financial stewardship and fostering a deep sense of community trust. We need a CEO who can lead with vision, ensuring that our Council continues to deliver exceptional services while navigating the unique challenges of our region.

This role requires a leader who can balance strategic planning with hands-on management, someone who can communicate effectively with our residents, stakeholders and staff.

Our ideal candidate will bring a wealth of experience in local government, with a proven ability to manage complex financial situations, build strong teams and advocate for our community's interests at every level.

If you are a forward-thinking, community-oriented leader ready to make a significant impact, I invite you to join us in shaping the future of the Central Highlands. We look forward to your application and the possibility of welcoming you to our team.

Sincerely,  
Cr Janice Moriarty  
Mayor



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We respectfully acknowledge the Traditional Custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and to Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.

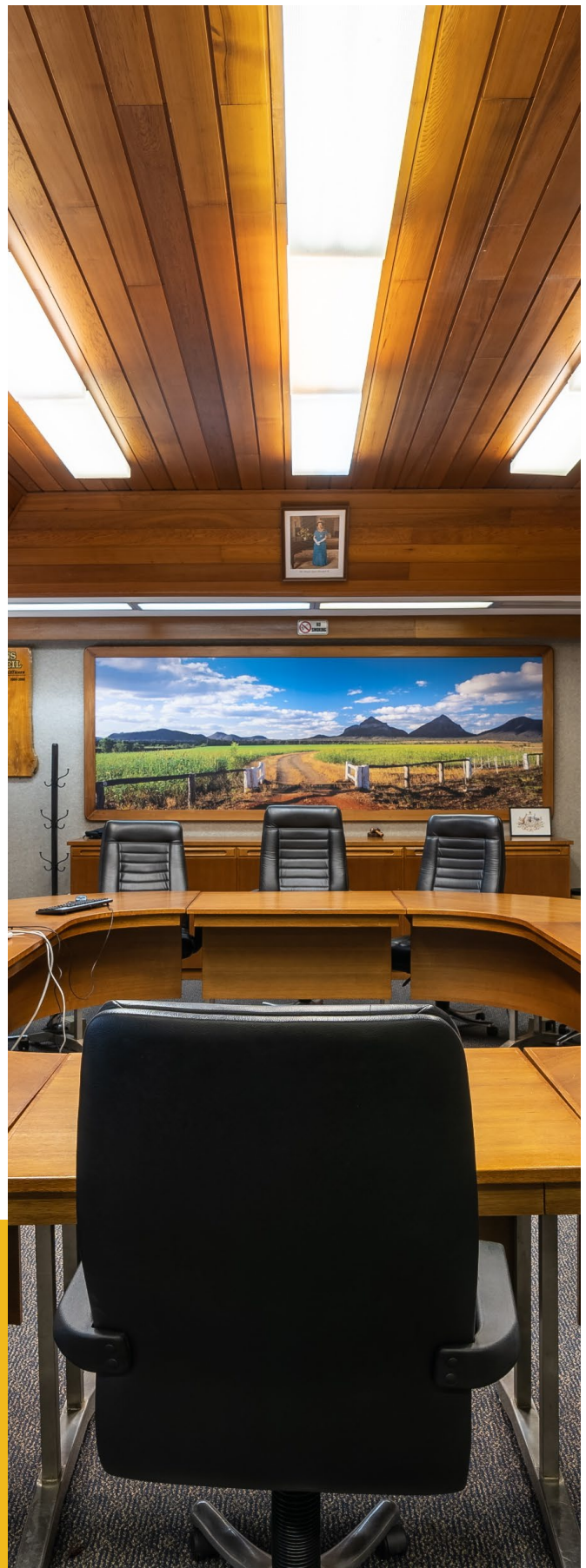
# The Role

The Central Highlands Regional Council is seeking a highly experienced local government leader as their next Chief Executive Officer (CEO).

This position requires a seasoned CEO with a proven track record in managing large, complex Council organisations and the ability to navigate the unique challenges faced by regional Councils.

The ideal candidate will possess a deep understanding of local government operations, financial acumen and the capacity to drive strategic initiatives that benefit the community.

The Mayor and Council are offering an absolutely outstanding salary package for their preferred candidate, clearly indicating their commitment to securing the highest level local government leader to assist them deliver their vision for the communities of the Central Highlands.





# Key Responsibilities

## Leadership and Management:

The CEO will provide visionary leadership and strategic direction to the Council and foster a positive organisational culture that promotes transparency, accountability and community trust.

The CEO must lead by example, demonstrating a strong commitment to public service and ethical conduct, while ensuring the effective management of Council operations, staff and resources.

## Financial Stewardship:

Overseeing the financial health of the Council is a critical responsibility.

This includes providing leadership and oversight to long term financial planning, budgeting and risk management. The CEO will address significant financial challenges, such as managing debt and ensuring the sustainability of the Council organisation as the economy of the region changes, impacting revenue streams.

Structured engagement with the region's rate payers, funding agencies is critical, and close collaboration with the Council's finance team to improve forecasting, financial reporting and asset management practices is essential, building a clear view of the future sustainability of the organisation.

## Strategic Planning:

The CEO will drive initiatives that enhance regional development, economic sustainability and community well-being, developed with close consultation with the Mayor and Council and the region's communities.

The CEO will develop and implement a long-term strategic plan that aligns with the Council's goals and community needs. Integrating operational plans with the corporate plan to ensure a cohesive approach to service delivery is crucial.



# Key Responsibilities continued

## Community Engagement:

Acting as a visible and approachable leader within the community, the CEO will foster strong relationships with residents, stakeholders and local organisations.

Ensuring consistent and transparent communication with the community regarding Council activities, decisions, initiatives and outcomes is vital. The CEO will promote a sense of trust and confidence in the Council's ability to deliver value for money and quality services.

## Team Development and Organisational Improvement:

The CEO will build and maintain a high-performing Executive Leadership Team (ELT), enhancing their capability through training, development and effective performance management.

Addressing gaps in the organisation's strategic framework, such as the development of a comprehensive HR strategy, will be a key focus.

## Stakeholder Relationships:

The CEO will support and enable the Mayor and Council's advocacy for the region by establishing and maintaining strong relationships with state and federal government representatives, industry leaders and other key stakeholders.

Advocacy for the region's interests, particularly in securing grants and other funding opportunities, is critical. The CEO will ensure a unified, targeted and deliberate approach to addressing issues and implementing solutions.



# Challenges

## Financial Sustainability

The CEO will help to manage the financial implications of the region's reliance on mining revenue, which constitutes a very substantial proportion of the Council's rates revenue, in the context of globally declining demand for fossil fuels.

## Organisational Performance

The organisation will benefit from a CEO that focuses on optimising performance, service efficiency and effectiveness and fostering a culture of continuous improvement.

## Regional Service and Representation

Central Highlands is an amalgamated council and the CEO will navigate the complexities of regional governance, including balancing the needs of 13 localities with distinct identities and priorities and ensuring fairness and equity of the delivery of Council's services.

## Community Engagement

Ensuring effective communication and collaboration across all levels of the Council and the community is essential.

The Mayor has expertise and focus on community engagement, and a high level of interest in effective public participation through deliberative processes that ensure community buy-in and transparency of outcomes.



## Personal Attributes

The ideal candidate will be a confident and capable leader with a history of successful CEO experience in local government.

The Mayor and Council are seeking a CEO who is approachable and personable, with the ability to build rapport and foster strong relationships.

A solutions-oriented mindset, open to innovative approaches and adaptable to changing circumstances, is crucial.

The CEO must be a strong communicator, able to articulate the Council's vision and strategic goals clearly and effectively.

## Technical Skills

The CEO must have a strong financial management background, with expertise in budgeting, financial planning and risk management.

A proven track record in governance and compliance, ensuring business performance aligns with regulatory requirements, is necessary.

Effective communication skills and experience in public engagement and media relations are also essential.





## Summary and Next Steps

The Central Highlands Regional Council is committed to finding a leader who can guide the organisation through its current challenges and towards a prosperous future.

The successful candidate will be a seasoned professional with a passion for community service, a strategic mindset and the ability to inspire and lead a diverse team.

If you possess these qualities and are ready to make a significant impact in the Central Highlands region, we invite you to apply for this pivotal role.



# About Council

**Central Highlands Regional Council stands out for its strategic location and significant contribution to Australia's inland transport network. Positioned on major freight routes, including the north-south link between Charters Towers and northern New South Wales, the region serves as a crucial inland transport alternative between Cairns and Melbourne.**

The Central Highlands region covers approximately 60,000 square kilometres and extends from Arcadia Valley in the south to the Peak Ranges in the north, and from Boolburra in the east to Bogantungan in the west. The region encompasses 13 communities, including Capella, Tieri, Bluff, Duaringa, Blackwater, Dingo, Comet, Emerald, Gemfields, Springsure, Rolleston, Bauhinia and Arcadia Valley, serving a population of approximately 29,000 residents.

The council administers over \$1.1 billion in assets, which include nine library branches, six aquatic centres and seven customer service centres. They maintain 5,163 km of roads and 191 parks and open spaces, including the botanical gardens in Emerald, the linear parkland in Capella and the Japanese Gardens in Blackwater.

Central Highlands Regional Council is structured into five operational departments: Communities, Infrastructure & Utilities, Commercial and Corporate Services, the CFO Office, and the Office of the CEO. The council is governed by a Mayor and eight Councillors, who represent various districts within the region. The council employs 441 staff members dedicated to maintaining and enhancing the region's infrastructure and services.

The council's financial position, as reported in the 2022-23 annual report, includes \$1.705 billion in equity, \$1.832 billion in total assets, and \$127 million in liabilities.



Links to Council Information





# Living in the Region



## Housing

Housing in the Central Highlands region offers a variety of options to suit different lifestyles and needs. Residents can choose from urban living in towns like Emerald and Blackwater, which provide a range of modern homes, apartments, and rental properties, to more rural settings in communities like Capella, Springsure and Rolleston, where larger properties and pastoral lands are available.



## Educational Facilities

The Central Highlands region boasts a comprehensive range of educational facilities, ensuring quality education for all age groups. There are numerous primary and secondary schools spread across the region, including in towns like Emerald, Blackwater, Capella and Springsure, providing accessible education close to home. Emerald hosts the region's largest secondary school, offering diverse programs and extracurricular activities. For higher education, Central Queensland University has a campus in Emerald, delivering tertiary education and vocational training programs.



## Healthcare

The area is served by multiple hospitals, including Emerald Hospital, which offers a range of medical services and emergency care. Additionally, there are healthcare centres and clinics in towns like Blackwater, Capella and Springsure, providing general medical services, specialist care and allied health support. Community health programs and services, such as maternal and child health, mental health and aged care, are also available to meet diverse healthcare needs. The region is dedicated to delivering quality healthcare through well-equipped facilities and a network of skilled healthcare professionals..



# Living in the Region



## Shopping & Dining

Emerald serves as the main retail hub, featuring major supermarkets, specialty stores and shopping centres, ensuring access to a wide variety of goods and services. The smaller towns, including Blackwater, Capella and Springsure, provide local shops and markets for everyday needs. Dining options in the region are equally varied, with an array of cafes, pubs and restaurants serving everything from casual meals to fine dining. Local eateries often showcase regional produce, offering a taste of the local flavors and hospitality that make the Central Highlands a unique place to live and visit.



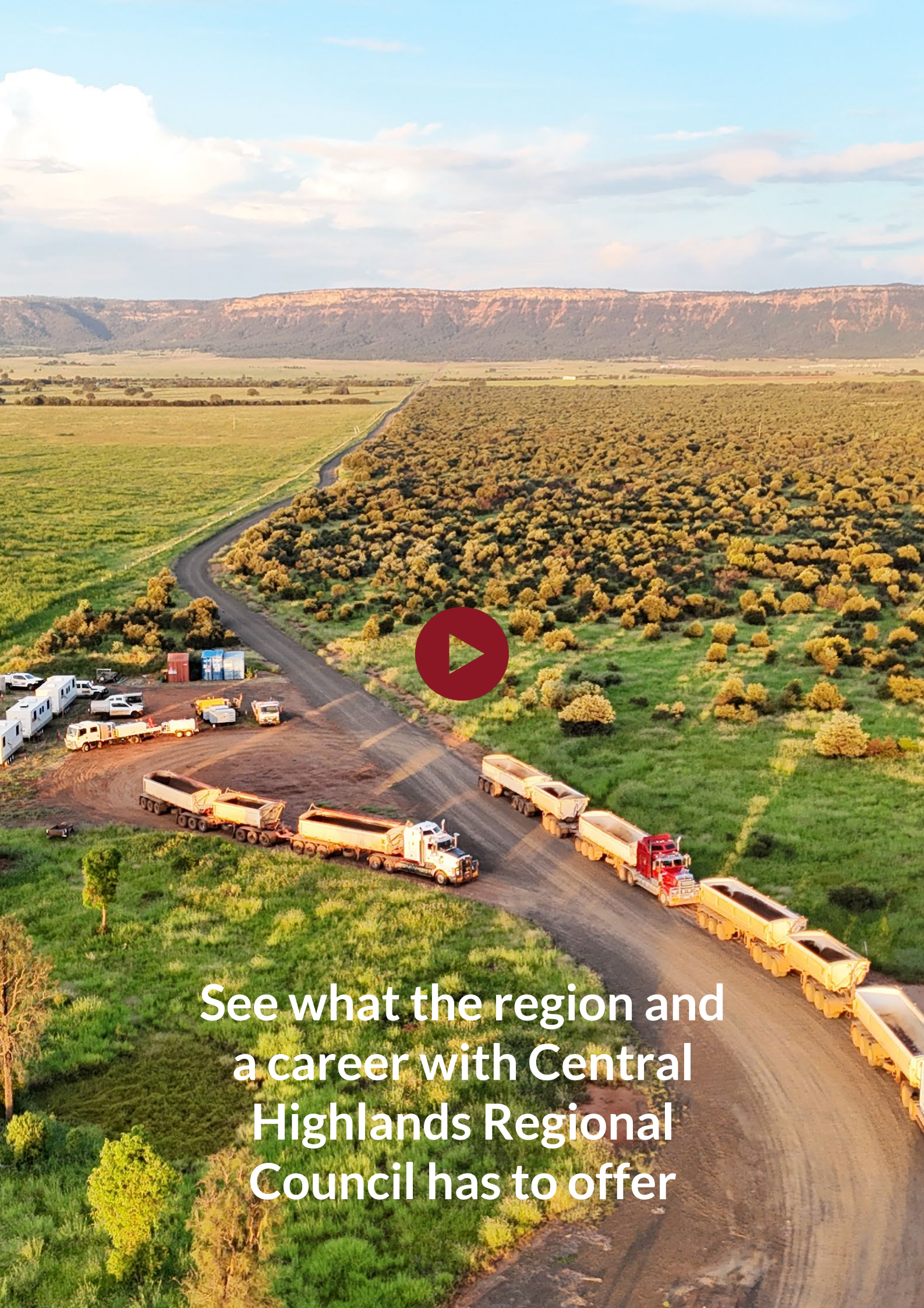
## Sports & Recreation

The region boasts a variety of modern sporting facilities, including well-maintained sports fields, swimming pools and fitness centres. Local clubs cater to diverse interests, offering everything from soccer and netball to cricket and rugby. For those seeking more leisurely pursuits, the Central Highlands provides numerous parks, walking trails and outdoor spaces perfect for hiking, picnicking and relaxation. Community events and sports competitions further enrich the recreational landscape, fostering a strong sense of camaraderie and active lifestyle in the region.



## Getting Around

The region is well-served by major roads and highways, making it easily accessible by car. For those traveling from further afield, Emerald Airport offers regular flights connecting to major cities. Public transport within the region includes bus services that connect key towns and communities, though services may be limited outside peak times. Additionally, regional rail services provide another option for travel, linking the Central Highlands with broader Queensland.



See what the region and  
a career with Central  
Highlands Regional  
Council has to offer

# Recruitment Process and Timeframes



## How To Apply?

Please upload your CV and a covering letter addressing the criteria below:



## Selection Criteria

To be considered for this role, your application must demonstrate substantial experience across the following five dimensions

### Leadership and Strategic Vision:

- Demonstrated experience in providing visionary leadership and strategic direction within a large, complex organisation in a local government setting.

### Financial Management and Stewardship:

- Extensive experience in overseeing the financial health of an organisation, including budgeting, financial planning and risk management, addressing significant financial challenges and managing debt.

### Community and Stakeholder Engagement:

- Proven ability to act as a visible and approachable leader, fostering strong relationships with community members, stakeholders and local organisations, and advocating effectively for the organisation's interests at state and federal levels.

### Team Development and Organisational Improvement:

- Strong track record in building and maintaining high-performing Executive Leadership Teams (ELT).
- Experience in optimising organisational efficiency, developing comprehensive HR strategies and enhancing team capabilities through training, development and effective performance management.

### Technical Expertise in Governance and Compliance:

- Demonstrated expertise in financial management, governance and compliance, ensuring that business performance aligns with regulatory requirements.



## Applications Open

- w/c Monday 19 August 2024



## Applications Close

- 5pm Monday 23 September 2024



## Council Interviews

- TBD

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



# Application for Assessment, Shortlisting and Interviews

Leading Roles and the Council will determine a shortlist of suitable applicants and will arrange interviews with the Council’s interview panel, depending on applicant and Council availability.

The Council may require their preferred applicants to undergo a psychometric assessment to assist in understanding the candidate’s fit for the role and organisation, working preferences and attributes. Following the selection of a preferred applicant the Council will require further checks including reference checks, criminal history checks and, if required, 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.

## 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.

## Your Executive Recruitment Team

We are pleased to introduce our executive recruitment team as your designated point of contact for this executive role. Should you require additional information or have any inquiries, we warmly encourage you to reach out to them. They will be more than happy to assist you throughout the process



### MARK OGSTON, CHIEF EXECUTIVE

Mark will personally oversee the executive search and recruitment effort and will draw on his extensive network to identify and attract high-quality candidates.

☎ 0407 674 412

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



### BELINDA WALKER, EXECUTIVE TALENT CONSULTANT

Belinda will lead and manage the candidate engagement, screening and assessing candidates, preparing reports and undertaking verification checks.

☎ 0411 449 447

✉ [belinda.walker@leadingroles.com.au](mailto:belinda.walker@leadingroles.com.au)



### JEANETTE GRAHAM, EXECUTIVE TALENT CONSULTANT

Jeanette will identify candidates with a history of executive success relevant to this position and support the targeted candidate engagement and marketing of these roles.

☎ 0422 469 956

✉ [jeanette.graham@leadingroles.com.au](mailto:jeanette.graham@leadingroles.com.au)



### DEE DU TOIT, RECRUITMENT SUPPORT OFFICER

Dee will provide recruitment administration support and coordinate interviews and candidate travel bookings as required.

☎ 0488 107 514

✉ [dee.dutoit@leadingroles.com.au](mailto:dee.dutoit@leadingroles.com.au)





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ATTACHMENT

# Position Description

<b>POSITION TITLE:</b>	Chief Executive Officer (CEO)
<b>POSITION NUMBER:</b>	10065
<b>TERMS AND CONDITIONS:</b>	Contract
<b>REPORTS TO:</b>	Mayor
<b>DEPARTMENT:</b>	Chief Executive Officer's Office

## ABOUT US

### Our vision

A progressive region creating opportunities for all.

### Our mission

We are a Council committed to continuous improvement, a sustainable future and efficient investment in our communities.

### Our values

- Respect and integrity.
- Accountability and transparency.
- Providing value.
- Commitment and teamwork.

## OBJECTIVE OF THIS ROLE

To strategically lead and manage the corporate obligations and operations as the primary advisor to Council.

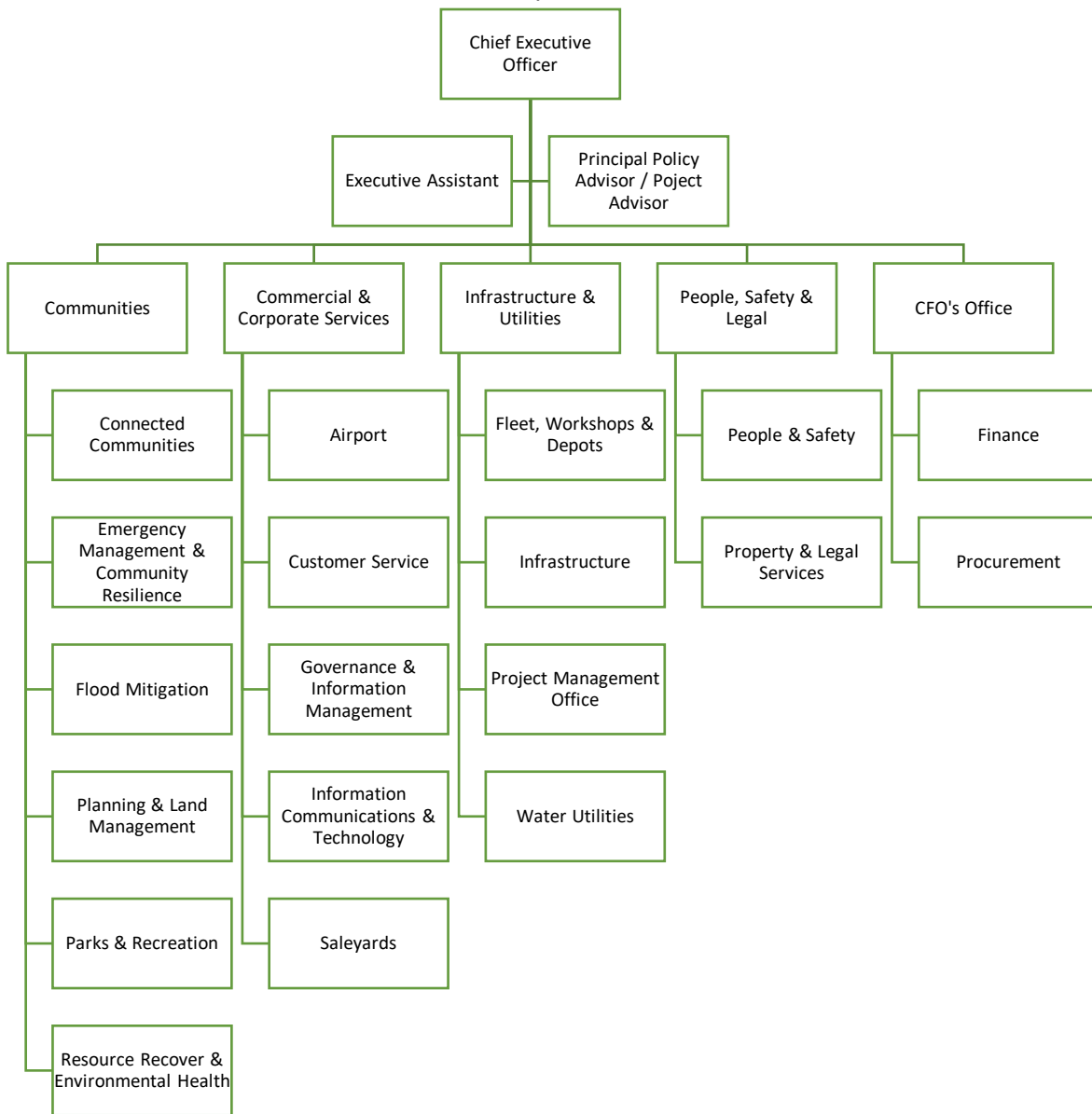
To act as the primary authority and work collaboratively with the members of the Executive Leadership Team to ensure the successful integration of strategic planning across the organisation in the pursuit of service excellence.

To lead the Council in developing a positive workplace culture that encourages and rewards performance, productivity, and supports continuous improvement efforts in delivering services to customers and the community.

To develop and maintain a sustainable and efficient service management of council to support the Central Highlands community.

## KEY RESPONSIBILITIES IN THIS ROLE

The functions of the Council under the leadership of the CEO include but are not confined to:



### 1. Service Delivery:

- Hold overall responsibility for the successful delivery and operation of Central Highlands Regional Council.
- Advise council, actively negotiate, develop position papers, and advocate for council in relation to critical community infrastructure and services.
- Ensure council's annual operational plan, business plans and capital works programs are implemented within budget and agreed time frames.
- Drive service excellence throughout council by undertaking strategic reviews and endorsing continuous improvement activities.
- Facilitate economic development opportunities across the region.
- Encourage strengthened environmental stewardship in council's policies and operations and further engagement with the community and the region on environmental initiatives.

## 2. Strategic Planning:

- Integrate strategic and financial plans to enable council to set realistic long term targets within the constraints and opportunities of the external environment.
- Lead the process to influence sustainable and progressive development design and reframing relevant policies and standards Maintain forward looking financial plans for both capital and operational financial plans that reflect council's strategic direction and priorities.
- Identify and implement with council's approval, new sources of funding and revenue generating activities to diversify council's revenue streams.
- Ensure the implementation of council's asset management strategy including detailed asset management plans for all asset types.
- Encourage initiatives likely to increase term employment opportunities in the region.

## 3. Stakeholder Engagement:

- Actively promote the region and its achievement at relevant regional, state, and national forums.
- Develop productive working relationships with relevant Ministers and Members of Parliament, government departments and agencies, as well as media and key community groups and industries to maximise funding and investment opportunities.
- Foster effective and collaborative relationships with community groups, businesses, adjoining councils and other government authorities and departments.
- Facilitate community input through informed public debate and consultation sessions.
- Attend council, Executive Leadership Team and other meetings as required, and implement action agreement items from those meetings.
- Monitor and report on Council's short and long term financial position and the broader regional economic influences .

## 4. Leadership.

- Promote a safety culture and practices with all stakeholders and demonstrate personal commitment and leadership of the council's safety values and behaviours.
- Lead, motivate, develop, and empower the Executive Leadership Team to achieve organisational goals, and provide a framework for accountability and achievement.
- Provide ethical and inspirational leadership to council's employees.
- Champion and model behaviour consistent with council's vision and values and ensure staff have a clear understanding of their expected contribution.
- Regularly review the council's structure, resourcing, and business models to maximise council's efficiency and effectiveness.
- Contribute to the overall culture of the council by making positive contributions to enhance employee job satisfaction

## 5. Governance and Legislative Knowledge:

- Provide support and assistance required by the Mayor and Councillors for the efficient discharge of their responsibilities under the Local Government Act and other legislation, meeting the reasonable expectations of the community.
- Identify and exercise the legislative powers necessary to monitor and/or enforce the provisions of Local Government Acts, this includes the power to enter onto private property.
- Ensure the authorised signing of the certificates, contracts and agreements issued or entered into by council.
- Apply relevant council policies and relevant legislation applicable to the functions within local government.

Additionally, you may be required to conduct other duties as lawfully directed by the Mayor.

## ABILITIES, SKILLS AND KNOWLEDGE REQUIRED

### Mandatory:

- Previous CEO experience within a local government environment with a proven track record in order to be effective in the key responsibilities of this position.
- Detailed knowledge of state based legislation and standards relevant to local government in Australia.

## QUALIFICATIONS, EDUCATION AND LICENCES REQUIRED

### Mandatory:

- Tertiary qualifications in a relevant business discipline including Business, Finance, Management and/or significant experience as a local government CEO.
- Minimum of Queensland C class provisional driver's license.

## KEY SELECTION CRITERIA

1. Demonstrated ability to work collaboratively with Councillors to achieve operational and community outcomes.
2. A proven ability to effectively communicate, negotiate and consult at appropriate levels within the council, community, and private sector.
3. Highly developed leadership and interpersonal skills to foster positive work practices across multi-disciplinary teams in a complex service delivery environment.
4. Demonstrated experience in driving process improvement and financial efficiencies holistically across sections whilst incorporating positive cultural change.

## CORPORATE REQUIREMENTS YOU MUST MEET

1. Commitment to council's vision, mission, and values.
2. Compliance with council's code of conduct.
3. Adherence to all relevant council policies and procedures, your contract of employment and relevant legislation, including the *Local Government Act, 2009* and *Work Health and Safety Act, 2011*.
4. Commitment and adherence to council's customer service charter.
5. Compliance with all relevant and necessary pre-employment checks required for this role.
6. Commitment to ensuring a workplace free from bullying harassment and discrimination.
7. Efficient and effective utilisation of resources as allocated under the level of responsibility for the position.
8. Commitment to change management.

## ELIGIBILITY AND PRE-EMPLOYMENT CHECKS

To be appointed to a permanent position, you must be an Australian citizen, or have permanent residency status, or a visa permitting you to work in Australia permanently. If you have a visa permitting you to work temporarily in Australia, you may be appointed to a temporary or casual position, providing the work complies with the conditions of your visa.

The pre-employment checks relevant to this position include:

- Right to work in Australia.
- Medical assessment including drug & alcohol testing.
- Criminal history check.
- Qualification check.
- Reference checks.

## CORE COMPETENCIES WE NEED FROM YOU

Competency	Definition	Level
Delivering Results	Having the ability to set objectives for yourself and others, taking a forward looking perspective, and delivering successful outcomes within agreed parameters.	4
Communication	Identifying and using appropriate communication styles and methods, taking into consideration the audience and the desired outcome. Building and maintaining effective working relationships with key stakeholders, both internal and external.	4
Initiative and innovation	Anticipating situations and problems, finding appropriate solutions, grasping opportunities for improvements, and taking ownership for continuous improvement that goes above and beyond the call of duty.	4
Flexibility	Being able to adapt your thinking and behaviour to suit different situations and changing circumstances. Taking other people's views on board, accepting new and different ways of working and encouraging others to embrace change.	4
Teamwork	Having the ability to work as part of a team, actively encouraging team working and recognising the role you play as part of the Council team.	4
Commitment to Council	Being willing and able to align your own behaviours with the objectives, goals, and values of Council; acting as a role model and promoting the values to others.	4
Customer service	Aligning your behaviour with the customer service charter to ensure both internal and external customer needs are met; taking a positive attitude, showing commitment, and having a can do approach.	4
Workplace Health & Safety	Taking reasonable care for the health and safety of yourself and others, complying with reasonable instruction and co-operating with Council policy and procedure.	4

**A copy of the Competency Handbook is available on the Central Highlands Regional Council website under 'Careers with Council'.**

## GENERAL OBLIGATIONS

1. This is a description of the job as it is presently constituted. Council will review position descriptions and appropriately update them to ensure that they relate to the job being performed, or to incorporate whatever changes are being proposed. Where appropriate, employees will be consulted on the changes and employees are expected to participate in consultation.
2. Whilst employment is in the position described in this document it is understood that employment is with Central Highlands Regional Council
3. Employees may be required to undertake a variety of duties not related to their substantive role in the times of disaster or significant exceptional operational circumstances.
4. All employees are responsible for making and keeping records in accordance with legislation, information standards and other relevant guidelines and procedures.

**Please sign below if you have read, understood, and accepted the responsibilities of this position as outlined in this position description.**

**Name**

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**Signature**

**Date**

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