

APPLICANT PACK

# General Manager Communities

Central Highlands Regional Council



**Leading  
Roles**

People ▶ Performance ▶ Partners



## CONTACT

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# Contents

<a href="#"><u>The Role</u></a>	3
<a href="#"><u>Salary Package Information</u></a>	9
<a href="#"><u>About Central Highlands Regional Council</u></a>	10
<a href="#"><u>Living in the Region</u></a>	12
<a href="#"><u>Recruitment Process and Timeframes</u></a>	15
<a href="#"><u>Contact</u></a>	17
<a href="#"><u>Attachment: Position Description</u></a>	

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 region in Queensland is a vibrant and diverse area located three hours west of Rockhampton and approximately 900 kilometres north of Brisbane. The region is known for its fertile agricultural lands, significant mining operations and stunning landscapes, offering a unique blend of economic activities and natural beauty.

## Position Overview

Central Highlands Regional Council is seeking an experienced and engaging leader to provide strategic and operational leadership to Council's Department of Communities. The General Manager Communities has responsibility for Connected Communities, Flood Mitigation, Planning and Land Management, Resource Recovery and Environmental Health, Emergency Management and Community Resilience, Parks and Recreation and Public Relations and Events.

## Organisational Contribution

Reporting to the Chief Executive Officer, the General Manager Communities will provide strategic leadership and advice to Council in policy and decision making to support Council's strategic and operational plans.

The General Manager Communities will be a key member of the Executive Leadership Team. Peers to this role include the: Chief Financial Officer, the GM Commercial and Corporate Services, GM Infrastructure and Utilities and GM People, Safety and Legal.

Council is a values-led organisation and the successful applicant must demonstrate a commitment to Council's values and be an exemplar of behaviours that develop trusted partnerships and model integrity, curiosity and compassion.



# Key Responsibilities include:

## Strategic Planning and Implementation

- Collaborate with the CEO and Executive Leadership Team to develop and execute corporate strategy.
- Create and implement departmental strategic plans aligned with Council's objectives and long-term goals.
- Drive continuous improvement initiatives, setting targets and providing necessary support and training.

## Operational and Service Delivery

- Oversee the successful delivery and operation of the communities department, including budget preparation and project management.
- Develop and implement operational policies and procedures, ensuring alignment with Council's laws and policies.
- Establish performance measurement processes, manage risk and ensure compliance with statutory requirements.

## Leadership and Culture

- Foster a positive organisational culture, enhancing employee satisfaction and promoting safety practices.
- Lead and motivate multidisciplinary teams, ensuring alignment with Council's vision, values and goals.
- Empower departmental managers and teams, providing a framework for accountability and achievement.

## Stakeholder Engagement and Communication

- Build and maintain effective relationships with internal and external stakeholders to drive performance.
- Represent Council on advisory committees and in relevant industry functions.
- Collaborate across functions to deliver Council's plans, balancing stakeholder needs and optimising business cases.

# Opportunities and Challenges

This role is pivotal to the organisation's performance and effectiveness, offering the General Manager significant career development opportunities and the ability to make a meaningful impact on the organisation and its service delivery to the community.

The role also presents several challenges. Key issues include managing high vacancy and attrition rates, necessitating a focus on fostering a positive organisational culture to enhance staff retention and satisfaction. Operational concerns involve strengthening management capability and addressing planning and environmental management difficulties in the region. Additionally, addressing skill gaps, particularly in roles that require equal focus on financial prudence and service delivery to the community will help ensure value for public money is achieved.





# Stakeholder Engagement

Central to this role will be the ability to engage and influence a broad range of internal and external stakeholders. This will include close collaboration with members of the Executive Leadership Team, managers across the organisation and elected members.

# Workforce Leadership

The General Manager Communities will oversee a diverse team of approximately 150 staff with the support of an Executive Assistant and four direct reports including:

- Manager Planning and Land Management,
- Manager Connected Communities,
- Manager Parks and Recreation and
- Manager Resource Recovery and Environmental Health.

Other key senior staff include:

- Coordinator Public Relations and Events,
- Coordinator Disaster Management and Community Resilience and
- Flood Mitigation Project Manager

Council is seeking a leadership approach that is focused on growth and efficiency and generating a unified culture of willingness, customer service and shared endeavour across each of the teams. Maintaining a visible presence remains a priority to support the culture of transparency, accountability and collaboration.



## Personal Attributes

The Council is seeking an exceptional candidate who embodies both people-oriented leadership and strategic vision. The ideal candidate will be an engaging and outgoing individual, known for their positive demeanour and excellent communication skills. They should have a proven history of leadership excellence, and be capable of fostering a sense of willingness and enthusiasm within the team.

This person should excel in community interaction, aligning with the Mayor's focus on community engagement. They must be capable of driving significant change, embracing a back-to-basics approach and contributing to the development of a new vision for the council while working closely with other members of the Executive Leadership Team.



## Qualifications, Skills & Attributes

We're seeking a highly engaged individual who thrives on leading change and enjoys building strong organisational relationships, while mentoring team members to achieve their full potential.

- Leadership experience gained from working across a multi-functional teams encompassing strategic planning, service delivery and operational management.
- Ability to understand, interpret, administer and comply with relevant local or state government policies and applicable legislation, to ensure risk management and compliance within statutory requirements.
- Proven ability to communicate, negotiate and consult effectively with internal and external stakeholders, including Council members, community groups and private sector entities.
- Proven leadership skills with the ability to inspire positive work practices, motivate and develop multi-skilled teams and foster a positive workplace culture to achieve organisational goals. Council will ask for evidence of leadership skills, including employee survey results.
- Tertiary qualifications in a relevant discipline or significant demonstrated experience in a local government environment. Post graduate qualifications are highly regarded.





## Salary Package Information

Joining Central Highlands Regional Council will see you welcomed into a supportive and thriving environment within an experienced and dedicated team. You will be part of a community that values respect and integrity, accountability and transparency, providing value and commitment and teamwork.

Benefits for this role include:

- Five-year executive contract
- Generous remuneration including private vehicle use
- Transitional subsidised housing options
- Access to salary packaging options
- 'Growth' program – reach your full potential
- Comprehensive learning and development program
- Education assistance
- Employee assistance program (also extended to immediate family members)
- Access to fitness passport
- Paid parental leave and paternity/partner leave options
- Corporate uniforms and personal protective equipment supplied
- Generous employer contribution to superannuation – currently 14.25%
- Five weeks annual leave with 17.5% loading.



# 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.



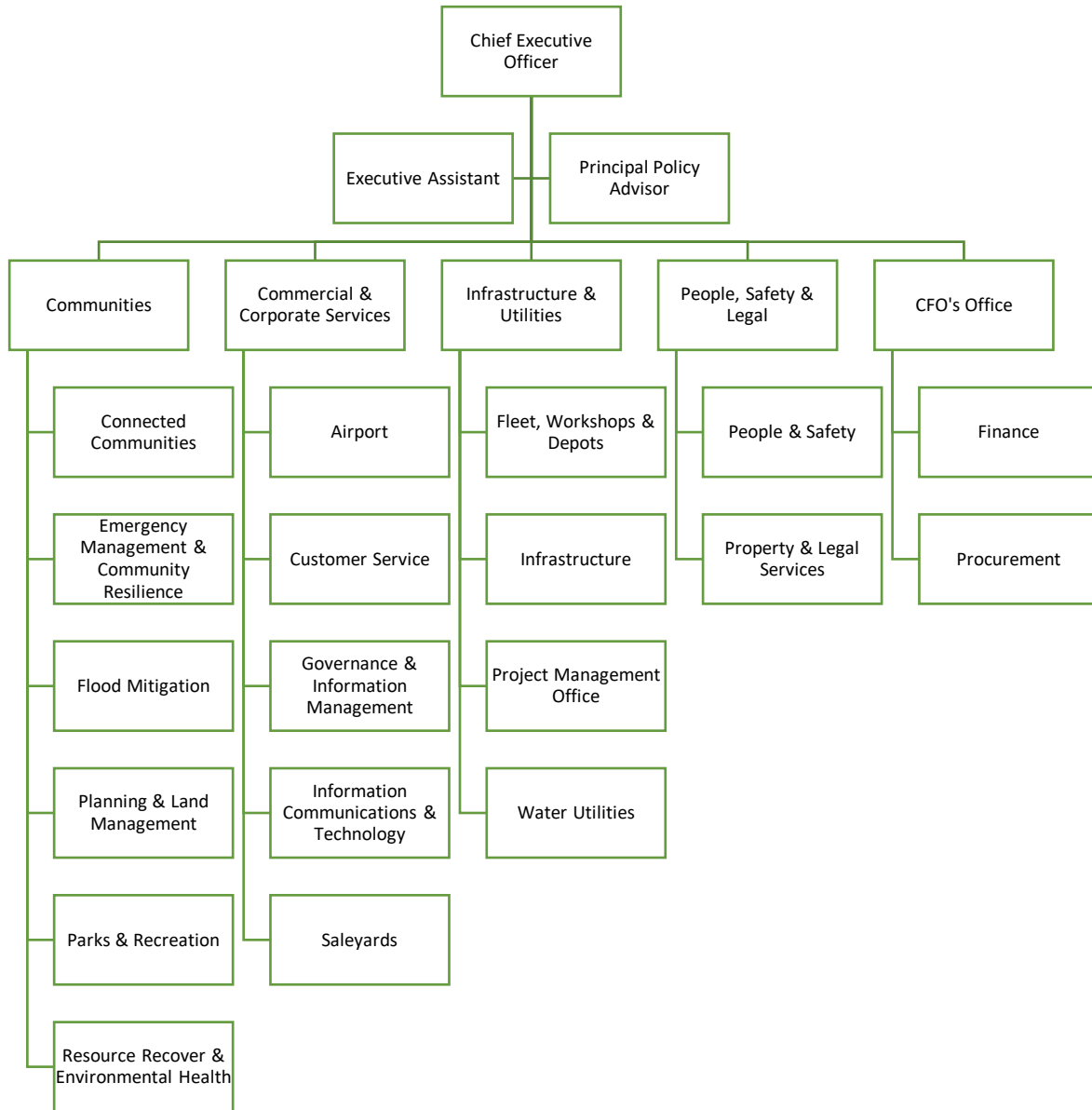
Central Highlands Regional Council is structured into six operational departments: Communities, Infrastructure & Utilities, Commercial and Corporate Services, the CFO Office, People, Safety and Legal, and the Office of the CEO. The council is governed by a Mayor and eight Councillors, who represent various 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



# Organisational Structure





# 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 centers. 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, the nearest airports include Emerald Airport and Barcaldine Airport, which offer 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 submit your application via the Leading Roles website.

Please upload:

- Your CV
- A covering letter addressing the criteria below



## Selection Criteria

- Tertiary qualifications in a relevant discipline or significant demonstrated management experience in a local government environment.
- Demonstrated engaged leadership skills with the ability to drive positive work practices across multi-faceted teams.
- A proven ability to communicate, negotiate and consult at appropriate levels within the council, community and private sector.
- Self-motivated with the ability to work across multiple business units, projects and priorities simultaneously.
- Demonstrated high level of written and verbal communication skills coupled with exceptional presentation skills to a wide range of stakeholders.
- Demonstrated accountability of developing strategic plans and departmental budgets in order to deliver associated operational and project plans.



## Applications Open

- Week Commencing  
Monday 22 July 2024



## Applications Close

- 5pm Monday 19 August 2024



## Initial Assessment

- Week Commencing 19 August 2024



## Council Interviews

- Week Commencing 2 September 2024

\*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 staff availability.

Following the selection of a preferred applicant the council may 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. Council 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.



# Belinda Walker

## Executive Talent Consultant



Belinda is our senior talent consultant with close to 20 years' experience recruiting executive, senior management and specialist roles in the public and private sectors throughout Australia and the United Kingdom.

Belinda commenced her career as a communications specialist, working in the not-for-profit and professional services sectors in the UK and Queensland.

Belinda prides herself on her stakeholder engagement skills, her client and candidate care and her collaborative communication style to ensure a quality and professional level of service is always delivered.

### CONTACT

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ATTACHMENT

# Position Description

<b>POSITION TITLE:</b>	General Manager Communities
<b>POSITION NUMBER:</b>	10140
<b>TERMS:</b>	Contract
<b>REPORTS TO:</b>	Chief Executive Officer
<b>DEPARTMENT:</b>	Communities
<b>TEAM:</b>	This position is recognised as a component of council's executive leadership team.

## 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 form part of the Executive Leadership team and work collaboratively with the CEO and other members of the Executive Leadership Team to ensure the successful integration of strategic planning across the organisation. To foster a council first mindset and to support all operational areas equally.

To lead the Council in developing a positive workplace culture that encourages and rewards excellence and supports continuous improvement in service to customers and the community.

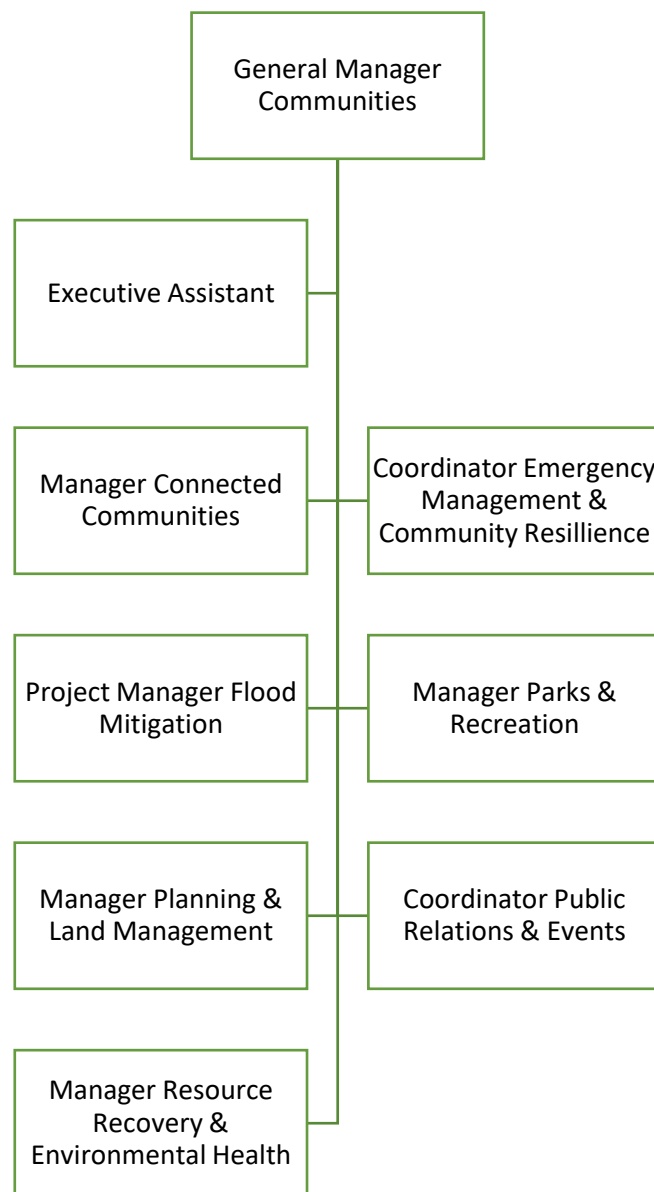
To provide strategic leadership to the council's department of communities in the pursuit of the council's vision through the department's response to council's strategic and operational plans.

To ensure, through the strategic leadership of the department's management and operational teams, the provision of quality professional advice to council in policy and decision making, resulting in a strong and trusting relationships between the department and council.

To lead the implementation of such aspects of council's strategic plans, operational plans, budgets, policies and programs as fall within the department's responsibilities in a manner as to achieve high performance against expected outcomes.

### KEY RESPONSIBILITIES IN THIS ROLE

The functions of the department under the leadership of the General Manager include but are not confined to:



## 1. Strategic Planning:

- Work collaboratively with the CEO and members of the Executive Leadership Team to develop and implement corporate strategy and participate as a team member of various working groups established to define strategic plans to guide the organisation.
- Develop and implement strategic plans across the department to underpin the Council's objectives and long-term goals for the community and corporate plans.
- Develop continuous improvement strategies and targets for all teams and provide support and training as required.

## 2. Service Delivery:

- Holds overall responsibility for the successful delivery and operation of the communities department.
- Prepare and review departmental budgets and annual operational plans to underpin the Council's overall Corporate Plan and financial strategy.
- Oversee the delivery of on time and on budget projects, managing delivery in a complex and dynamic operating environment and ensuring all stakeholders are consulted and informed.
- Develop and implement operational policies and procedures for department programs and services, including advice and recommendations to the Chief Executive Officer and the Executive Leadership Team that are consistent with Council's local laws, corporate policies and procedures
- Develop processes for the measurement and regular reporting of the department's performance against key performance indicators and benchmarks, including contribution to the compilation of the Council's annual report and other statutory returns.
- Develop, review and maintain a governance program for the department, including systems to ensure the management of risk and compliance are within statutory requirements.

## 3. People Leadership.

- Contribute to the overall culture of the organisation by making positive contributions to enhance employee job satisfaction.
- Promote a safety culture and practices with all stakeholders and demonstrate personal commitment and leadership of the Council's safety values and behaviours.
- Provide leadership and direction to employees across multi-disciplinary teams on the Council vision, values and behaviours.
- Ensure departmental employees are knowledgeable about Council's strategic and operational goals, objectives and key performance requirements.
- Lead, motivate, develop, and empower departmental Managers and their teams to achieve organisational goals, and provide a framework for accountability and achievement.

## 4. Stakeholder Engagement:

- Establish and maintain effective relationships to drive performance with internal and external stakeholders.

- Represent Council on advisory committees, hearings or other relevant functions or meetings conducted by relevant industry bodies or communities.
- Participate and positively contribute as a member of the Executive Leadership Team.
- Collaborate cross functionally in the delivery of Council's short, medium and long-term delivery plans to understand internal and external stakeholder requirements, optimise the business cases, and balance competing needs and interests.

#### 5. Technical Skills and Expertise:

- Ability to understand, interpret, administer, and comply with relevant Council policies and relevant legislation applicable to the functions within local government activities under your control.

#### 6. Information Delivery.

- Deliver high quality reports, delivering presentations, developing policies, and networking at key events.
- Provide regular updates on departmental financial performance as required for Council general meetings.

#### 7. Safety

- Promote and demonstrate Council's high standards in relation to health and safety. Championing a culture of safety in the workplace. Report unsafe work practices, incidents, hazards and near misses, and unacceptable workplace behaviours. Identification of continuous improvements in the safety area.

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

### ABILITIES, SKILLS AND KNOWLEDGE REQUIRED

#### Mandatory:

- Demonstrated business and leadership skills and experience across a multi-functional department to be effective in the key responsibilities of this position.

#### Desirable:

- Demonstrated experience within a state or local government environment would be advantageous including:
  - Prior knowledge of local government administrative systems and processes.
  - Detailed knowledge of legislation and standards relevant to local government.

### QUALIFICATIONS, EDUCATION AND LICENCES REQUIRED

#### Mandatory:

- Tertiary qualifications in a relevant discipline and/or significant demonstrated management experience in a local government environment.
- Minimum of Queensland C class provisional driver's licence.

## WORK ENVIRONMENT, PHYSICAL AND PSYCHOSOCIAL DEMANDS

This position requires the employee to predominately work indoors carrying out physical tasks which may include constant sitting, constant hand use, occasional walking, occasional standing, occasional lifting and carrying, occasional forward reaching and /or overhead reaching, rare bending, squatting, kneeling or half kneeling, lifting up to 10kg and carrying up to 10kg.

Additionally, this position will be required to perform work where environmental factors may include air-conditioned offices and occasional outdoor environments.

## KEY SELECTION CRITERIA

1. Tertiary qualifications in a relevant discipline or significant demonstrated management experience in a local government environment.
2. Demonstrated engaged leadership skills with the ability to drive positive work practices across multi-faceted teams.
3. A proven ability to communicate, negotiate and consult at appropriate levels within the council, community and private sector.
4. Self-motivated with the ability to work across multiple business units, projects and priorities simultaneously.
5. Demonstrated high level of written and verbal communication skills coupled with exceptional presentation skills to a wide range of stakeholders.
6. Demonstrated accountability of developing strategic plans and departmental budgets in order to deliver associated operational and project plans.

## 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, certified agreement, your contract of employment and relevant legislation, including the *Queensland Local Government Act, 2009* and *Queensland 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 council's corporate plan.
7. Commitment to equal employment opportunity, diversity and merit principles.
8. Commitment to ensuring a workplace free from bullying, harassment and discrimination.
9. Efficient and effective utilisation of resources as allocated under the level of responsibility for the position.
10. 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 position on a temporary basis, 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.
- Criminal history.
- 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 council's 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
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**A copy of the Competency Handbook is available on the Central Highlands Regional Council website under ‘Recruitment’ – ‘How to Apply’.**

### GENERAL OBLIGATIONS

1. This is a description of the job as it is presently constituted. Council will regularly 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. In the event of organisational change or restructure, council may require employees to undertake other roles for which they are qualified and capable of performing.
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.
5. Failure to maintain any licence or qualification, which are a condition of your employment, may result in demotion or termination as council is unable to guarantee your transfer to a position not requiring said licence/qualification.

**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**

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**Date**

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