



APPLICANT PACK

General Manager

Sustainability, Heritage & Compliance

City of Gold Coast



**Leading
Roles**

People ▶ Performance ▶ Partners

CITY OF
GOLDCOAST™

CONTACT

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Message from the CEO

Dear Candidate,

The City of Gold Coast is changing. A sweeping reform of our organisation is underway, representing the most significant changes to the City of Gold Coast since 1995.

At the heart of this transformation is our unwavering commitment to improving our services for the vibrant and diverse community of the Gold Coast. We recognise the evolving needs and aspirations of our residents, and it is our utmost priority to exceed their expectations by delivering innovative and efficient solutions.

To bring our vision to life, we have developed a new organisational structure that comprises seven distinct departments, each playing a crucial role in the framework of the new City of Gold Coast. These areas are:

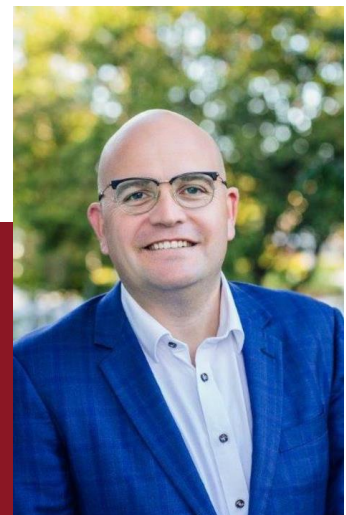
- Invest Gold Coast
- Service Gold Coast
- Business Services
- Environment, Heritage and Resilience
- Strategy, People, and Performance
- Infrastructure Gold Coast
- Planning and Regulation

By joining City of Gold Coast as a leader, you will have the unique opportunity to contribute to the transformation of our beautiful city, ensuring a sustainable, prosperous, and inclusive future for all.

There has never been a better time to become a part of City of Gold Coast. We are on the cusp of something extraordinary, where your expertise, passion, and dedication can make a significant impact. Together, we can create a City of Gold Coast that sets new standards in service delivery, sustainability, and community engagement.

I invite you to explore the exciting career opportunities within the City. Let us embark on this remarkable journey together and shape the future of the Gold Coast.



Warm regards,
Tim Baker CEO, 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 of Gold Coast is seeking an experienced and strategic leader for the role of General Manager (GM) Sustainability, Heritage and Compliance.

This role is pivotal in driving the City's environmental sustainability agenda, managing heritage and First Nation's engagement, ensuring compliance with environmental regulations, and leading the development and implementation of key strategic initiatives.

The GM will oversee a diverse branch within the Environment, Heritage, and Compliance Department, managing approximately 95 FTEs and reporting to the Executive General Manager Environment, Heritage and Resilience.



Key Responsibilities

Leadership and Strategy:

- **Climate Resilience and Sustainability:** Lead the development, measurement, and implementation of the Climate Resilience and Sustainability Strategy. This includes engaging with key stakeholders, overcoming resistance and ensuring the successful execution of the strategy across all City operations.
- **Strategic Oversight:** Provide strategic direction for environmental improvement and compliance activities, ensuring the City meets its environmental obligations and proactively manages risks related to climate change and natural hazards.
- **First Nations and Heritage Engagement:** Oversee the delivery of the Reconciliation Action Plan and the First Nation's Engagement Plan. Ensure that cultural heritage is protected and that the City's engagement with First Nations communities is robust, meaningful and aligned with broader City goals.

Operational Management:

- **Environmental Compliance and Improvement:** Ensure compliance with environmental regulations across the City's operations, including managing relationships with key regulators and overseeing environmental assessments and approvals.
- **Scientific Services:** Manage the City's laboratory services, including microbiological, chemical and physical water quality testing. Plan for the relocation of the Scientific Services unit within the next four years, addressing the shortcomings of the current facility.
- **Natural Hazards Planning:** Lead the City's efforts in natural hazards planning and engineering, including bushfire and environmental assessments and policy development related to disaster resilience.



Key Responsibilities continued

Team and Organisational Development:

- **Team Leadership:** Build and lead a high-performing, multidisciplinary team. Focus on team formation, defining purpose and remit and fostering career progression within the branch.
- **Change Management:** Drive the branch's adaptation to a new structure, ensuring a strategic uplift in thinking and alignment with the City's broader goals.
- **Collaboration:** Work closely with other General Managers and Executive General Managers to ensure environmental, heritage and resilience considerations are integrated across all City departments.

Stakeholder Engagement::

- **Internal and External Relationships:** Cultivate strong relationships with key stakeholders, including local and state government departments, external organisations, Indigenous and Torres Strait Islander groups and the general public. Influence and negotiate to achieve optimal outcomes for the City.
- **Community Engagement:** Educate and engage the community on environmental management, cultural heritage protection and the impacts of climate change.



Impact and Accountability

The General Manager (GM) role will have a significant and wide-ranging impact across multiple departments, including Infrastructure Gold Coast, Invest Gold Coast, Service Gold Coast, Business Services and Planning and Regulation, as well as Environment Heritage and Resilience. This position is crucial in assessing environmental impacts, providing natural hazard and environmental policy advice, conducting water, sewage and groundwater testing, and implementing changes related to climate resilience and Net Zero carbon initiatives.

The GM will have considerable discretion in prioritising work programs, approving projects and representing the City in external communications on environmental issues. They will engage in high-level discussions with regulators and negotiate with state and federal agencies. The role directly influences the City's operations, from infrastructure planning to environmental policy development, ensuring that the City meets its environmental and sustainability goals while providing critical advice and direction across various functions.

Opportunities and Challenges

- **Strategic Leadership:** Leading the branch through significant structural and strategic changes, including the implementation of new environmental policies and compliance systems.
- **Operational Excellence:** Managing a broad portfolio of responsibilities, from environmental compliance to First Nation's engagement, while ensuring the successful delivery of key strategic initiatives.
- **Facility Relocation:** Planning and executing the relocation of the Scientific Services unit to a new, fit-for-purpose facility within the next four years.

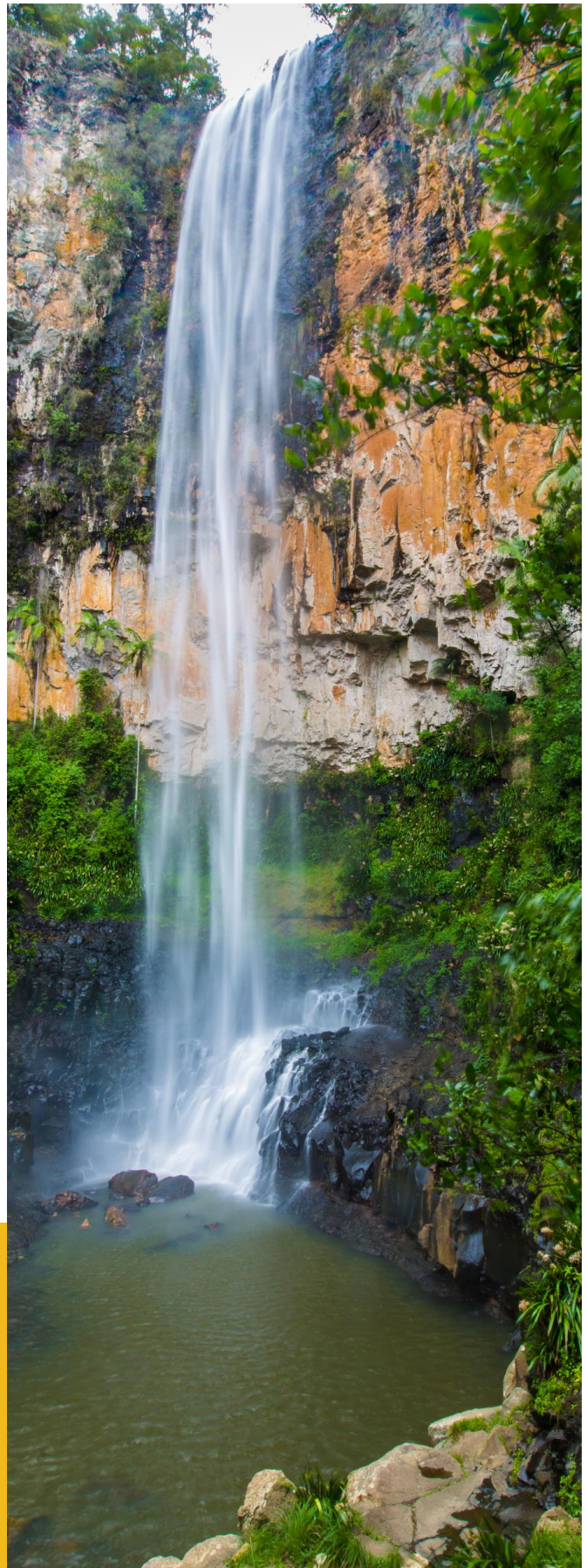
Projects

Projects can range from climate adaptation, flood mitigation, Reconciliation Action Plan and environmental studies. Many of these projects require working with external technical experts, internal asset owners and state government departments to ensure delivery.

Personal Attributes

Success in this role requires strategic thinking, problem-solving and a solutions-oriented mindset. Building and maintaining relationships and balancing competing priorities will be essential. The ability to influence outcomes across departments and a commitment to fostering a positive, collaborative leadership culture are critical attributes.

By leading with vision, fostering a high-performance culture and effectively managing stakeholder relationships, you will drive the City of Gold Coast's Environment, Heritage and Resilience department towards achieving its strategic objectives and delivering exceptional outcomes for the community.





Selection Criteria

- Extensive experience in leading environmental sustainability initiatives, including climate resilience strategies, with a strong understanding of regulatory compliance in local government.
- Proven expertise in cultural heritage management and First Nations engagement, with the ability to lead Reconciliation Action Plans and First Nations strategies.
- Demonstrated ability in team leadership, including building and leading high-performing, multidisciplinary teams and driving performance within a large branch.
- Strong strategic thinking and problem-solving skills, capable of navigating complex environmental and regulatory challenges.
- Excellent stakeholder management and negotiation skills, particularly with government agencies and Indigenous communities.
- Relevant tertiary qualifications in Environmental Science, Cultural Heritage, Urban Planning or a related discipline, with additional qualifications in sustainability or environmental management desirable.



Qualifications and Experience

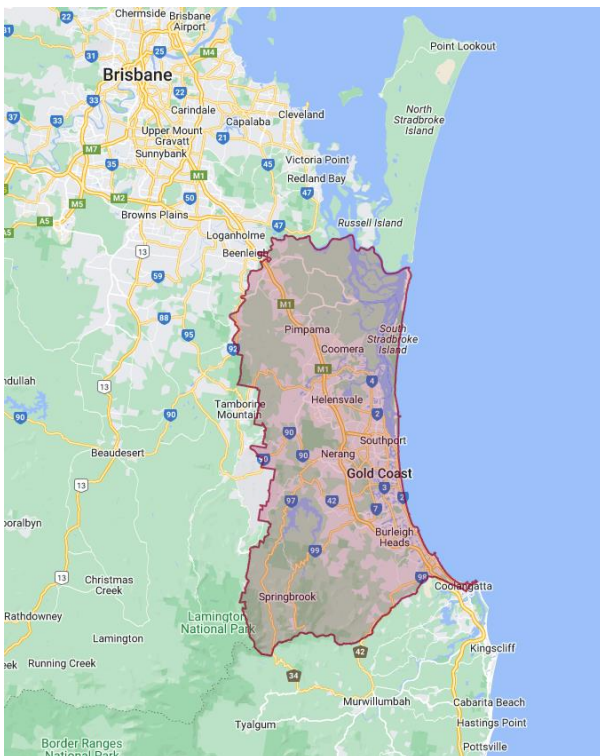
This role is ideal for a seasoned leader with a deep understanding of environmental management, a passion for sustainability and a commitment to protecting the City's cultural heritage. The successful candidate will be a strategic thinker, an effective communicator and a collaborative leader capable of driving significant change across the organisation.

- **Essential:** Tertiary qualifications in Environmental Science or a related discipline, with significant experience in a similar leadership role.
- **Desirable:** Formal qualifications in environmental management, cultural heritage, urban planning, sustainability or a relevant discipline.
- **Experience:** A minimum of 15 years of experience in environmental management, with demonstrated expertise in leading large teams, managing complex projects and navigating regulatory environments.



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.

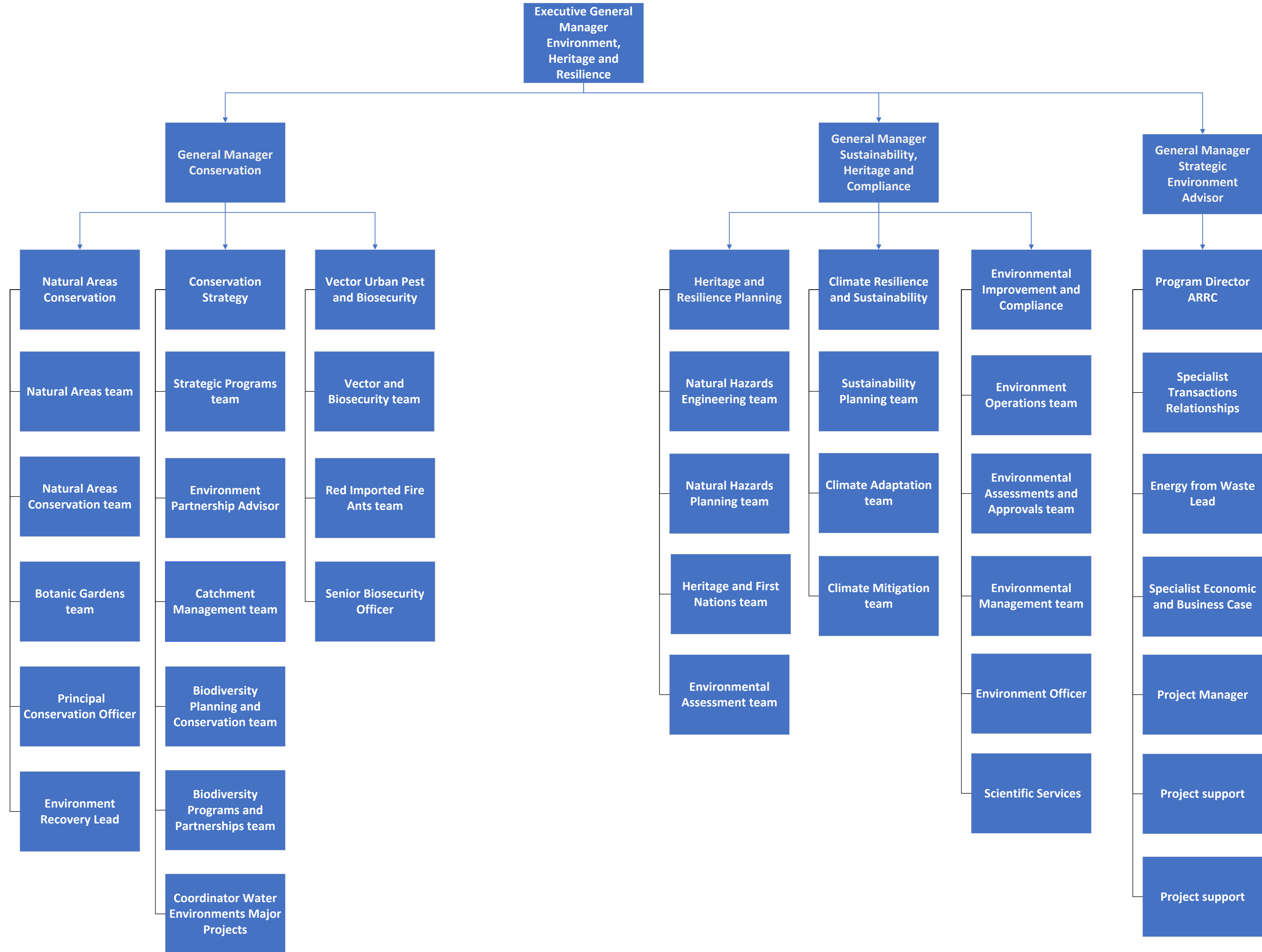
The Gold Coast has a diverse economy, with sectors such as tourism, hospitality,

construction, education, health, and professional services playing significant roles.

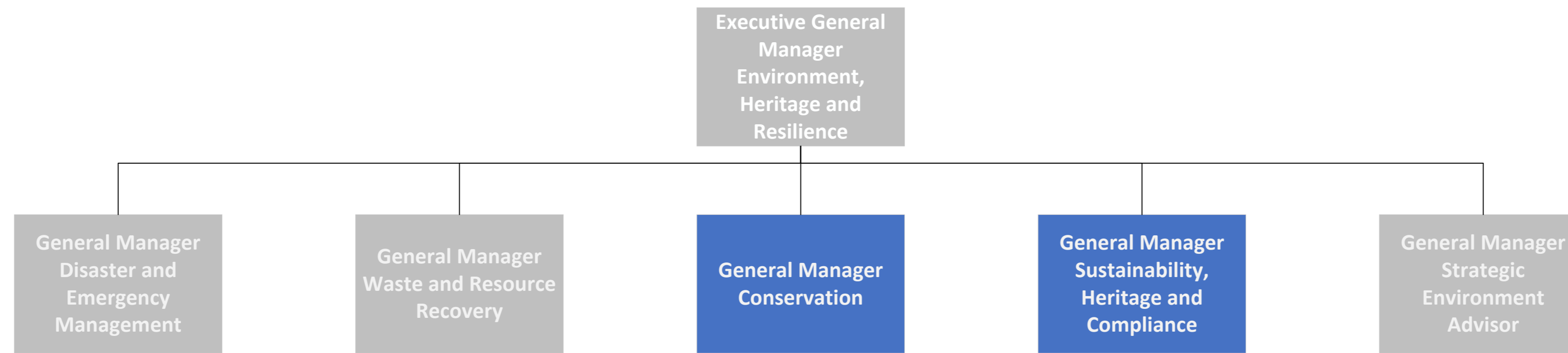
Links to Council Information



Organisational Structure



Organisational Structure





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.

Destination Gold Coast



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 7 October 2024



Applications Close

- 5pm Monday 28 October 2024



Initial Assessment

- Week Commencing 28 October 2024



Council Interviews

- Week Commencing 11 November 2024

*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.



Belinda Walker

Executive Talent Consultant




Belinda is our senior talent consultant with close to 20 years of 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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 belinda.walker@leadingroles.com.au



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ATTACHMENT

Position Description

General Manager Sustainability, Heritage and Compliance

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Environment, Heritage and Resilience	Sustainability, Heritage and Compliance	GM	6	EGM Environment Heritage and Resilience

Position Overview

The Environment Heritage and Resilience department encompasses specialists who design, maintain and champion the natural environment ensuring the City's natural assets remain beautiful and available for future generations to enjoy. The team advise on balanced access to our natural assets for a safe, active and healthy community

The General Manager Sustainability, Heritage and Compliance is responsible for the delivery of cultural heritage, first nations engagement, natural hazards, bushfire, environmental assessment, environmental improvement and compliance and laboratory services. Including providing natural environment strategic policy, regulatory and planning advice, and implementing and monitoring Council's activities to protect our natural environment. The role is also responsible for the development, measurement and implementation of the Climate Resilience and Sustainability Strategy.

The role will manage a branch of approximately 95 staff and report to the Executive General Manager Environment, Heritage and Resilience department.

The role will ensure branch deliverables are aligned with the department's Business Plan and purpose "We protect and enrich our natural surroundings and cultural legacy to ensure a vibrant future for our community and environment. We build the city's resilience to meet future challenges and minimise harm through disaster management. We facilitate the recovery of valuable resources to drive positive and sustainable outcomes for our city."

Key working relationships

- The General Manager Sustainability, Heritage and Compliance will work closely with the Executive General Manager Environment, Heritage and Resilience and team members from the Senior Leadership Team.
- The incumbent will liaise with internal stakeholders from across the organisation as part of driving optimal healthy, resilient and biodiverse natural environment 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



General Manager Sustainability, Heritage and Compliance

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Environment, Heritage and Resilience	Sustainability, Heritage and Compliance	GM	6	EGM Environment Heritage and Resilience

Position responsibilities

- Lead a branch comprised of approximately 95 staff who are responsible for managing environmental services and cultural heritage across our community.
- Consult and advise on risks and opportunities related to the effects of climate change, environmental improvement and disaster resilience.
- Educate community aspirations regarding environmental management, cultural heritage protection and climate change impacts.
- Provide opportunities for all community stakeholders to have a voice regarding environmental and heritage management and climate change impacts.
- Set the strategic direction, oversee the operations of and optimise the relationship between the following services:
 - Environment, Heritage and Sustainable Planning,
 - Natural Hazards and Disaster Management,
 - Climate Resilience.
- Lead the development and implementation the Climate Resilience Strategy Implementation Plan, Environmental Management Plan and Cultural Heritage Management and Development Plan.
- Lead the development of the City's capability across environment, climate, and sustainability and associated specialist skills such as climate resilience, circular economy, air quality, heritage, nature-based solutions, planning and approvals.
- Set the branch direction, oversee operations and optimise relationships with internal and external partners and stakeholders.
- Deliver and maintain systems and processes across all branch functions for planning, delivery, measurement, dynamic reporting, risk management and governance.
- Drive high safety and wellbeing awareness and a culture of care and respect for the environment.
- Ensure environmental and climate related threats and risks are monitored proactively to enable development and implementation of appropriate risk mitigation strategies/techniques.
- Effectively manage laboratory services to ensure the City meets its legal obligations in relation to drinking water quality, recreational water quality, stormwater quality, leachate, groundwater and recycled water.
- Implement and sustain initiatives to ensure all activities undertaken by the branch reflect the organisations High Performance Principles.
- Liaise and partner closely with Council service owners, asset custodians, external organisations, levels of government and other executives across the City to ensure the effective and efficient delivery of sustainability, heritage and compliance outcomes.
- Facilitate linkages through regular networks and information sharing and participate in local, regional and state-wide committees as required.
- Establish, monitor and deliver agreed levels of service provision, that meets the needs of the community now and in the future, having regard to legislative requirements, council policy, current industry, best practice and community expectations.
- Support the Executive General Manager, with the development and communication of Council's Corporate Plan, Operational Plan, Department Business Plan and Service Plans.
- Deliver assigned outcomes and activities from Council's Corporate Plan, Operational Plan, Department Business Plan and Service Plans including progress reports.
- Ensure effective and efficient management and development of the branch's resource planning and budget (including expenditure monitoring), reporting any exposure or potential exposure to the Executive General Manager.
- Demonstrate creativity, foresight, and mature judgment in anticipating and solving unprecedented/unique/complex sustainability, heritage and compliance matters related to the branch.
- Maintain awareness of relevant political, social and legislative developments that may impact on the achievement of branch objectives.



General Manager Sustainability, Heritage and Compliance

Competencies

Competency	Competency definition	Level	Level definition
Leading People	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.
Influencing and Partnering	Build internal and external relationships, developing connections that shape our future.	Strategic	Influence and involve stakeholders, focusing on the future of the organisation, engaging a wide range of individuals and groups to build that future.
Executing Vision	Understand and develop strategic direction, exercising decision-making that delivers the City Vision.	Strategic	Inspire the workforce and community by creating a vision of the future, guiding priority projects and setting long term plans.
Business Acumen	Understand, plan and apply commercial processes in order to optimise value, mitigate risk and maximise results.	Managerial	Ensure organisations projects and plans are commercially competitive and promote financial and business high-performance.
Good Governance	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.
Portfolio Management	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.	Managerial	Delivers services and links programs of work to the overarching strategies for the branch. Comprehensively applies portfolio management methodology for internal function of a branch.

Mandatory qualifications / requirements

- Tertiary Qualifications in Environmental Science, Heritage Management, Business, or Climate Change or in a relevant field and/or coupled with significant experience in a similar leadership role is essential.
- Demonstrated engaged leadership skills with the ability to drive positive work practices across multi-faceted teams.
- Proven ability to sustain high levels of safety awareness in delivering performance outcomes.
- Project management experience from concept to completion on a variety of significant projects.
- Demonstrated experience in leading strategic communications, public education or marketing.
- A proven ability to communicate, negotiate and consult at appropriate levels within the Council, community and private sector with a demonstrated high level of written and verbal communication skills coupled with exceptional presentation skills to a wide range of stakeholders.
- Demonstrated highly collaborative work style, self-motivated with the ability to work across multiple business units, projects and priorities simultaneously.
- Highly developed resource planning, budgeting and risk management abilities in order to deliver operational and project plans.
- Working knowledge of statutory requirements relevant to local government and the branch, including Work Health and Safety legislation

