

ORGANISATIONAL ENVIRONMENT:

Background

The Barkly Shire covers an area 323,514km² the second largest local government area in the world, and has a resident population of 8,137. The Shire is divided into four main Wards consisting of 10 communities spread across the Shire:

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|---------------------|---|
| 1. Patta Ward | - Tennant Creek |
| 2. Alyawarr Ward | - Ali Curung, Ampilatwatja, Arlparra, Wutunugurra, Canteen Creek, Mungkarta, Tara |
| 3. Alpururulam Ward | - Alpururulam |
| 4. Yapakurlangu | - Elliott |

Challenges

The key challenges facing the Barkly Shire Council are:

- Remoteness and distance of communities from the Shire headquarters at Tennant Creek and access during the wet season;
- Seasonal climatic variations and extremes;
- Limited rate base and funding, and reliance on grant funding;
- Sparse density of constituents at 2 persons per 100 square kilometres;
- Health and safety conditions in communities;
- Limited, aging municipal and civil plant and equipment, and infrastructure;
- Cultural differences across communities;
- Limited local economic base and skill base in communities;

Vision

A strong, cohesive Barkly Shire working as one to champion regional development to provide sustainable economic growth and community capacity where people embrace cultural diversity, and are treated equitably and with respect.

Mission

Leading the Barkly Region to realise an organisation that achieves excellence in its governance and operational responsibilities and with a community service ethic and is cooperative, innovative and efficient.

Key Goals

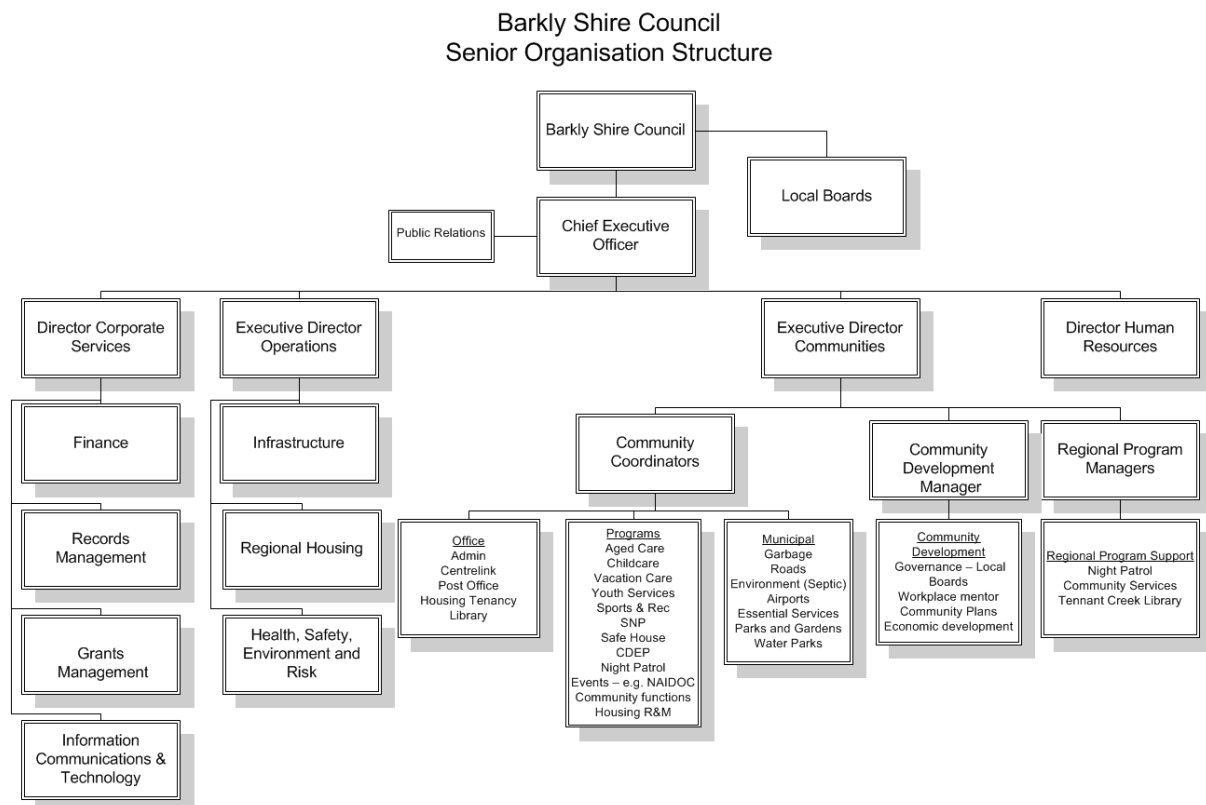
- GOAL 1: Regional Development** – To grow a dynamic and sustainable community with strong opportunities for people.
- GOAL 2: Support community capacity building** – To develop communities which have the capacity to actively participate in, and add value to, their communities through their own endeavours.
- GOAL 3: Services and assets** – To provide quality services and infrastructure necessary to make our communities safe and healthy.
- GOAL 4: Community Engagement** – To actively listen to and inform our communities about the Barkly Shire and the activities of the Barkly Shire Council and to engage them in all aspects of community life in the Shire.
- GOAL 5: Community well-being** – To make all our citizens proud in a supportive, safe and healthy environment.
- GOAL 6: Governance** – To have strong, fair and effective representative and corporate governance

Organisational Core Values:

Aboriginal and Non Aboriginal people working together to achieve greater understanding of each other and reconciliation, while celebrating our diversity and developing a culture that supports:

Respect, leadership, accountability and responsibility, openness and transparency, integrity, honesty and ethical decision making, recognising our youth as the future, putting people first, equity and equality, recognition and mutual respect for the rule of law and Aboriginal Cultural Law, and Natural and social justice.

Shire Service Delivery Model and Functional Structure



POSITION SPECIFIC REQUIREMENTS

Purpose of the Role

To lead and manage the successful delivery of community services and community programs across the Barkly Shire, to ensure safe and healthy communities.

Role Scope

The role is responsible for providing leadership, strategic direction and high level advice related to complex and sensitive community services and programs that support all communities within the Shire. The position manages six Community Coordinators as well as numerous Program Coordinators. The ED Communities leads the Communities Department team across all Shire Communities.

Accountabilities and Performance Measurement – Key Performance Indicators (KPIs) – (linked to Shire Plan)

The key accountabilities for this role as per the Shire Plan are listed below (note – these will change). The specific metrics for the KPIs will be the subject of negotiation between the CEO and the ED Communities at the initial performance planning and development meeting.

Key Accountabilities	Key Performance Measurement (KPIs)
1. Ensuring effective Local Boards in each community.	1. Regularly operating Local Boards which consider and influence community decisions and effectively link and influence the Barkly Council and Operational Staff.
2. Knowledge of, and the effective delivery of, contemporary Human Resources processes and practices along with an understanding of legislative requirements with the guidance of the Director of Human Resources.	2. Working in conjunction with the Director of Human Resources to create effective and positive performance management of staff to achieve outcomes and meet organisational cultural requirements whilst adhering to policy and legislation
3. Effective and efficient delivery of appropriate programs and community services to ensure safe and healthy communities.	3. Effectiveness and efficiency of programs and community services as measured by on-time and to-budget delivery and level of third party endorsements or complaints and successful or failed delivery or achievement of program and service targets / outcomes.
4. Effective delivery of the grant contracts.	4. Grant contract outcomes delivered within required terms and conditions.
5. To ensure strong supportive and cooperative stakeholder relationships between each community and shire staff and other key community, agency, business and departmental staff.	5. Strength of stakeholder relations as measured by cooperative initiatives or number of blocked initiatives through poor relationships.
6. Ensuring consistent, quality supply of relevant training needs and opportunities by appropriate training providers.	6. Training programs developed and delivered to required standards and courses successfully completed by community trainees to required standards.
7. Ensure regular community visits and community consultation to measure effectiveness and efficiency of services and receive community input and feedback.	7. Achievement of planned community visits and consultation, to agreed targets.
8. To comply with all statutory and policy requirements in accordance with prescribed statutes, regulations, policies, procedures and timeframes.	8. Level of adherence to statutes, policies and procedures as measured by number of breaches.

Responsibilities

The key responsibilities of the position are to:

- Lead and manage the Community Services and Community Programs across all Barkly Shire communities through the following:
 - Lead the development and on-time and to-budget delivery of Community Services and Community Program strategies and initiatives, and provide strategic direction aligned with the key Shire goals for delivery of Shire Services and Programs.
 - Establish strong industry and community networks by liaising and establishing professional relationships with senior executives, managers and staff within the Council

and with stakeholders across other relevant agencies, to influence and convey ideas, and work to develop mutually beneficial outcomes for the delivery of Community solutions.

- Lead, develop and manage Staff and their performance in conjunction with the Director of Human Resources in line with Council policy and legislated requirements to ensure best practice and meet organisation cultural requirements.
- Lead the development of market and stakeholder research to obtain feedback from the Shire's customers, and ensure that the Council's community services and programs are responsive and appropriate, to ensure the safety and wellbeing of community members.
- Lead, manage, mentor and coaching the Community Coordinators and Program Coordinators in their respective roles as managers of the day-to-day operations in communities, and managers of the community programs.
- As part of the Executive Team, developing and reviewing goals, objectives, strategies and initiatives in accordance with the Shire's Strategic Planning process.
- Lead, direct and ensure that all Communities' Department staff contribute to, and meet the requirements and deadlines of the Annual Corporate Planning and budgeting cycle.
- Providing expert advice and analysis to executive management, the CEO and Council on all community services and community program matters and ensure the timely preparation, accuracy and quality of major reports, briefings, budget documents, submissions, speeches and correspondence.
- Lead, manage and drive the development of budgets and Communities Department expenditure on a regular basis in accordance with the approved budget.
- Track, monitor, analyse and report on the financial and operational performance across all Communities Department programs and services, to the CEO and Council.
- Lead the effective and efficient operation and maintenance of all Council community-based service assets and infrastructure.
- Lead and drive the development and regular review of Performance and Development Plans for all direct reports and ensure that all Communities Department staff have developed, and regularly review Performance and Development Plans in accordance with the P&DP Policy.
- Ensure appropriate training and development of staff to acquire and develop the knowledge and skills needed to meet the operational needs of the Communities Department.
- Proactively develop a culture within the Communities team that values performance, continuous improvement, innovation and accountability and is adaptable to change.
- Lead the Communities Team by implementing strategies, systems and processes and protocols that ensure the appropriate governance of the Communities Department within the Shire.
- Lead and model behaviours in occupational health, safety and environmental (OHS&E), that ensure full compliance of all Communities Department staff with the Council's hazard management program, and meet all OHS&E legislative and policy requirements.

Working Relationships in this Role

This position is a member of the Senior Executive Team and reports directly to the CEO. It leads and manages six Community Coordinators and numerous Program Coordinators.

Role Requirements

Essential Conditions

- Federal Police Clearance must be attained and declaration made of any future charges or convictions that could potentially affect the role at Barkly Shire Council.
- Current open drivers licence.
- Will be required to travel intra or interstate with overnight stays (including weekends) on short notice.

Qualifications and Experience:

- Substantial experience and a successful track record in leading and managing a multi-disciplined team in the areas of community services or program management and the delivery of services to communities.
- The ability to lead, develop and performance manage staff in an effective and consistent manner in line with policy and legislative requirements.
- Experience, empathy and understanding of indigenous culture and the delivery of programs and services in a culturally appropriate manner.
- The ability to communicate effectively and sensitively with indigenous people.
- High emotional intelligence and maturity in dealing with people, at all levels of an organisation, and across different cultures, especially indigenous communities.
- Strong negotiating and communication skills at senior executive and Board level.
- Experience and knowledge with the development and implementation of occupational health, safety and environment systems, policies and procedures and in ensuring the adoption and adherence to such policies and procedures.
- Strong stakeholder engagement and management skills.
- Knowledge and ability to ensure compliance with all legal and contractual obligations.
- Solid commercial and financial acumen and an understanding of strategic and financial risk;
- A track record as a self-starter and highly motivated leader of people.
- Degree qualifications (desirable, not-mandatory), or equivalent demonstrated experience;
- Outstanding written, oral communication and presentation skills.
- Demonstrated ability to lead, manage and support cross functional teams.
- Proven background in conflict resolution and people management.
- Sound competence with business technology and, specifically MS Office.

Remuneration Package

This position is part of the Executive Management Team at Barkly Shire Council and has been evaluated at the Band Level 1 which comprises a salary of in the range of \$120,000 to \$130,000 per annum. 12% superannuation is also provided adjacent to the salary, a laptop, accommodation provided and personal use of a Council vehicle within the Northern Territory.

Information Regarding This Role

The applicant's suitability for this role will be assessed against the capabilities outlined above and the essential selection criteria.

Capacity to travel intrastate will be required in this position. Work will involve travel and overnight stays in remote communities. Travel to some communities is by car often over long distances where self-sufficiency in relation to food, water, remote communication equipment such as satellite phones, personal locators is a requirement.

In some communities the availability of accommodation is limited and communal eating, sleeping and living arrangements may be required. There also may be limited access to modern conveniences such as television, radio, internet access, regular newspapers and shops.

Many communities have official (an in some cases community-endorsed) alcohol management plans and restrictions. Accordingly, no alcohol is to be taken onto any of the Indigenous communities.

Key Selection Criteria

SC1 Leadership and Management

- a) Demonstrated experience and a successful track record in delivering program and/or community outcomes in accordance with the strategic direction of a significant program and service delivery organisation.
- b) Demonstrated track record in leading and driving organisational cultural change to better position an organisation to meet the needs of its customers and stakeholders.
- c) Capability to lead, develop, coach, mentor and motivate a multi-disciplined team into a cohesive high performance team capable of exceeding the expectations of its customers and stakeholders.
- d) Strategic and creative thinking capability and demonstrated track record in developing new strategies and solutions to complex organisational issues and customer and stakeholder challenges.
- e) Understanding of contemporary Human Resource Management and Industrial Relations practices and policies.

SC2 Community Development

- a) Demonstrated ability in successful implementation of community services and community programs, in communities with a range of different cultural backgrounds.
- b) Ability to understand, appreciate and respect cultural differences and culturally-based aspirations in developing and implementing community programs and services.

SC3 Communication and Leadership

- a) Demonstrated negotiation and conflict resolution skills and people management skills to successfully negotiate across a wide range of community and industrial scenarios to a positive outcome for the Barkly Shire Council.
- b) The ability to communicate effectively and sensitively with indigenous people.
- c) High emotional intelligence and maturity in dealing with people, at all levels of an organisation, and across different cultures, especially indigenous communities;
- d) Extensive experience in successfully communicating to a Council or Board and ensuring appropriate written and oral briefings and presentations.

SC4 Governance and Compliance

- a) Understanding, or the ability to quickly become familiar with, all relevant local government and other relevant legislation, subordinate legislation and policies.
- b) Proven track record in the development of policies, systems and procedures that have led to significant change.
- c) Experience and knowledge with the development and implementation of occupational health, safety and environment systems, policies and procedures and in ensuring the adoption and adherence to such policies and procedures.

- d) Solid commercial and financial acumen and knowledge and understanding of financial budgeting and reporting, associated with a track record of managing expenditure and delivering outcomes in accordance with approved budgets.