

Position Description

Position Title:	CHIEF FINANCIAL OFFICER
Division:	GENERAL MANAGER'S DIVISION
Department:	BUSINESS SERVICES
Band & Level:	Executive Band 4
Salary:	Grade 23
Pages:	9

POSITION REPORTS TO

General Manager

POSITIONS REPORTING TO THIS ONE

- Finance Manager
- Saleyards Manager
- Community Care Manager
- Plant Superintendent

INTERNAL LIAISON

- General Manager
- Executive Team
- Managers
- Staff
- Elected Members
- Internal Auditor and Audit Committee

EXTERNAL LIAISON

- Gunnedah community
- Community groups
- Industry and Regional forums
- Business partners including suppliers and contractors
- State and Federal Government departments
- External Auditor

DEPARTMENT OBJECTIVES

To provide effective and efficient service in the following areas:

- Financial and Business services
- Community Care services
- Saleyards operations

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Department:	BUSINESS SERVICES

POSITION OBJECTIVES

To provide executive leadership and direction to the Business Services Department, comprising Financial Services, Community Care and Saleyards, and to plan and manage allocated resources effectively and efficiently in the delivery of high quality services in line with Council's and the Department's strategies, objectives and plans.

OPERATIONAL PLAN REFERENCE

Pages 28 to 33; 46 to 49; and 51 - 54

KEY RESPONSIBILITIES

1. Provide effective leadership and management of the staff and resources of the Business Services Department to ensure delivery of its functions in a cost effective manner that achieves the outcomes prescribed in the Strategic and Operational plans of Council whilst meeting required standards and complying with all legislative requirements.
2. Manage the provision of timely and quality business services, advice and information to the Department's internal and external customers, Council and all other stakeholders.
3. Develop and maintain an efficient and effective departmental structure capable of delivering levels of service as determined by Council and set out in its strategic, delivery and operational plans.
4. Provide professional advice and assistance to the General Manager and Council to ensure accurate and timely decision making on business and financial matters.
5. Exercise all delegated functions, duties and responsibilities and implement without delay any decisions and/or directives made by Council or the General Manager requiring action by Department of Business Services.
6. Support the development of Council's Strategic Plan through proactive participation and completion of required elements from the Business Services Department.
7. Oversee the development and implementation of Departmental and Business Unit strategies and plans consistent with Council's Strategic Plan and objectives.
8. Ensure compliance within the Department to Council's Policies and the delivery of services in line with Council's and the Department's strategies, delivery and operational plans, departmental and business unit plans.
9. Manage projects and tasks assigned to the Chief Financial Officer, and oversee those assigned to the department's staff effectively and efficiently.
10. Develop and monitor budgets to deliver quality Business Services Department outcomes.
11. Be accountable to undertake the role and responsibilities of Responsible Accounting Officer as set out in the Local Government (General) Regulation 2005 and in accordance with delegations by the General Manager.

TASKS

Leadership and Management

1. Lead and manage the Department to ensure its effective operation and coordinated delivery of business services which comply with all legislative and Council Policy and management requirements, meet determined standards, are cost efficient and enable the objectives of Council to be realised.
2. Keep the General Manager appropriately informed on the activities of the department and highlight at earliest reasonable opportunity any matters likely to impact upon Council continued operations, ability to realise objectives or relations with customers or elected members.
3. Develop and implement resource planning which anticipates workload requirements and enables the achievement of objectives on time and within budget.
4. Ensure appropriate quality assurance processes and reviews are put in place and maintained for all services that the department is required to deliver.
5. Implement management systems that ensure deadlines are met and which give staff and others upon which delivery is dependant appropriate notice and opportunity to comply.
6. Manage, and document, the performance and conduct of Business Services staff to ensure the effective delivery of services and satisfactory outcomes and appropriate development of staff.

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7. Ensure that decisions in relation to the Department's operations are made in the context of:
 - Improving the overall performance of Council
 - Ensuring effective consultation with stakeholders
 - Ensuring that those affected by decisions are informed as soon as possible
 - Considering economic, social, political and environmental impacts of those decisions.
8. Provide professional advice and assistance to the General Manager as required.
9. Promote cooperation throughout all levels of the organisation, and utilise interpersonal and communication skills to co-opt support to achieve Council and departmental objectives.
10. Actively participate as a member of Council's executive management team in identification and assessment of areas of opportunity for improvement within Council's operations and management and contributing to the selection, planning and implementation of proposed actions.
11. Act at all times to maintain and wherever possible enhance the image of Council.
12. Undertake all relevant duties and responsibilities that fall within the required skills, competencies and knowledge required of the position and as determined by the General Manager.
13. Manage major projects spanning the Department.
14. Review, development and maintenance of policies relating to the Business Services Department.
15. Act as General Manager when requested during periods of the incumbent's absence.

Financial Services, Planning and Management

1. Assume overall responsibility for Council's financial management incorporating delivery and control of the following and within accordance with the role of the Responsible Accounting Officer:
 - Management of Council's investment portfolio and cash holdings
 - Internal and external financial reporting which complies with all relevant standards, Council Policies and Management Directives.
 - Financial planning
 - Internal controls over all receipt and expenditure of funds
 - Management of Council's borrowings and compliance with related statutory requirements
 - Council's Accounts Payable, Accounts Receivable, Payroll and Rating functions
 - Council's financial and management accounting systems and practices
 - Council's store and inventory system
2. Manage the provision of expert advice and high quality support to the organisation in the areas of financial planning, accounting, and financial management to enable Council to achieve its objectives.
3. Ensure that all inputs of a financial nature, and those that have an impact upon accounting and financial reporting, from all areas of the business conform to appropriate financial management and system requirements and comply with the all relevant policy, directives and procedures.
4. Ensure systems are in place and improved or modified as required to detect and report any concerns with internal controls, performance or service delivery in relation to financial management throughout the organisation as soon as practicable.
5. Manage the implementation of appropriate rating structures in accordance with Council direction.
6. Ensure that all amounts due and payable to Council are raised and collected in an effective and timely manner.
7. Ensure that Council's accounts payable are remitted in a manner appropriate to Council's cash flow requirements whilst managing relationships with Council's suppliers and creditors in line with Council's terms and conditions of trade.
8. Ensure that Council obtains the maximum return on investments and cash holdings surplus to immediate needs within the confines of Council's Investment Policy and risk tolerances.
9. Manage the delivery of Council's payroll function and report to management any impediments with being able to deliver an effective, efficient and timely service to the organisation.

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Community Care

1. Provide executive management support and direction to Manager Community Care.
2. Ensure that Community Care services are delivered in accordance with direction provided by Council and General Manager through Council Resolutions, Policy, Directives and legislated requirements.
3. Oversee the management of Community Care to ensure that services are sustained into the future for the quality of life of service recipients and economic benefit of the Gunnedah LGA (Local Government Area) community.

Saleyards

1. Provide executive management support and direction to Manager Saleyards.
2. Ensure that the operation of the saleyards and delivery of associated services is carried out in accordance with direction provided by Council and General Manager through Council Resolutions, Policy, Directives and legislated requirements.
3. Oversee the operation of the saleyards is undertaken in a manner which ensures an appropriate return to Council as determined in its operational and long term financial plans whilst ensuring the sustainable operation of the business into the future.

Plant, Vehicle Fleet and Workshop

1. Provide executive management support and direction to Plant Superintendent.
2. Ensure that plant, vehicle fleet and workshop services are delivered in accordance with direction provided by Council and General Manager through Council Resolutions, Policy, Directives and legislated requirements.
3. Oversee the delivery of plant, vehicle fleet and workshop services to ensure that Council is achieving optimal return on investment and appropriate allocation of costs are recorded.

Governance

1. Develop and maintain appropriate departmental governance policies and management directives within in legislative and other policy requirements that enable the achievement of Council's objectives.
2. Ensuring training needs of departmental staff in relation to governance systems and in the application of governance frameworks are identified and acted upon.
3. Provide appropriate representation and responses to internal and external auditors and represent the Department as called upon at Council's Audit Committee meetings.
4. Support the development, implementation and operation of Council's risk management framework and systems through adherence to policy, directives and proactive participation in the identification, reporting and action in relation to risks as required.
5. Ensure that insurable risks relevant to the Department's operations are insured against to an optimal net cost position within Council's tolerance for risk.
6. Operate in accordance with internal control systems and practices to ensure Council appropriately manages risks and maximises utilisation of resources.
7. Contribute to Council's business continuity plan as required to ensure the Department's continued delivery of services to the community; to meet established standards in accordance with the Community Strategic Plan, Delivery and Operational Plans and any other objectives set by Council.
8. Ensure that the Department's strategies, plans, directives and operations are congruent and integrated with those of Council.
9. Ensure the Department's provision of information to the public and customers complies with all statutory and corporate requirements.

Human Resource Management

1. Provide experienced and quality leadership in human resource and change management.
2. Ensure that all Council Policies, systems and management directives are fully understood and adhered to by staff within the department; and that all changes are communicated to staff.

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3. Ensure that all new staff are appropriately inducted into the department and their relevant work areas.
4. Develop effective work teams with clearly defined supervisory structures, work objectives and outcomes, including:
 - a. Ensuring regular briefings of teams on plans, objectives and achievements.
 - b. Ensuring regular performance and development interviews for all staff under within the department.
 - c. Appropriate and timely handling of all grievances and disciplinary cases.
 - d. Promoting ownership and pride in the organisation through training, delegation, recognition, fairness and education of Councils' organisational principles.
 - e. Attraction, selection, recruitment and retention of quality staff.
 - f. Workforce planning.
 - g. Workplace safety.
5. Maintain accurate, detailed and up to date positions descriptions and personal annual objective statements for each employee.
6. Ensure completion of annual performance reviews for all departmental staff in a timely manner and in accordance with organisational requirements.
7. Ensure that each supervisor of staff within the department are current with Council's staff performance methodology and practice, management directives, statutory and industrial requirements.
8. Identify the training and development needs of the department's staff in line with delivery of Council's objectives and arrange appropriate actions to meet those needs within the allocated budget and review and evaluate the benefits of actions.
9. Ensure effective staff selection and recruitment that meets departmental and organisational needs and requirements.
10. Make recommendations to the General Manager on staffing requirements and appointments within the department.

Procurement and stores

1. Support and oversee the management and delivery of all functions in relation to Council's procurement control services and systems, including requisitions, purchasing, tendering and contracts, and inventory and stock costing systems.
2. Ensure that systems, framework and processes are compliant with legislative requirements, relevant standards and Council policy, directives and procedures.

Compliance and Work Health and Safety

1. Comply with Councils' code of conduct, WHS management system and all relevant policies and procedures.
2. Continue to implement, monitor and review risk management programs and procedures of specific relevance to the department.

Records Management

1. Promote, maintain and develop Councils' electronic records management system (Dataworks).
2. Ensure correct registration of all corporate records into Dataworks.

Communication

1. Ensure the effective dissemination of information relevant to the achievement of the department's objectives across the organisation; including the use of Councils' Intranet and all other appropriate channels.
2. Ensure that information workshops on Business Services Department strategies and any changes to operations or requirements are conducted when and as required to keep all relevant Council staff informed of developments and requirements.
3. Ensure that appropriate departmental and sub-unit meetings are conducted as and when required.
4. Act as a conduit between the department's staff and executive management to ensure effective communication.

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DELEGATIONS

As provided under separate delegation instrument for the incumbent.

CORE COMPETENCIES AND ACCOUNTABILITY

All Council employees are required to achieve and maintain an acceptable level of competence in the following areas. Assessment will be ongoing with a formal review to occur annually.

In carrying out their duties employees must at all times:

No.	Competency	Yes	No	Comment
1	Demonstrate knowledge of Council's purpose, structure, values and services.			
2	Display a customer focused attitude both internally and externally			
3	Communicate in a clear and concise manner			
4	Deliver a high quality service and seek ways to improve work processes			
5	Co-operate with other employees and assist in enhancing team morale.			
6	Demonstrate and maintain a high level of integrity and confidentiality.			
7	Actively discourage all forms of discrimination and harassment.			
8	Demonstrate an understanding of Council's Occupational Health and Safety policies and procedures and conform to all OHS requirements of the job.			
9	Seek to improve performance by gaining new skills and knowledge through training and education.			

Assessed Core Competency Level	E	1	2	3	4	Date
(circle one)						

POSITION SPECIFIC COMPETENCIES AND ACCOUNTABILITY

The incumbent will be required to have the following competencies and accountability relevant to the position:

1. Authority and accountability

The CFO will be accountable for the effective management of the Business Services Department and any and all projects carried out in the delivery of the departmental services and objectives. Specialist advice will be provided to the General Manager and the Executive Management Team as required.

Reports, including such specialist advice as required, will be prepared and provided for presentation to Council on major areas of policy or on key issues of significance to the organisation. The CFO will exercise influence and co-opt support from all levels of the organisation in ensuring that the delivery of departmental objectives and the overall performance of the function.

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The CFO will be accountable for effective project, fiscal, quality, and resource management in the timely and efficient delivery of all aspects of their role for the Department and in compliance with departmental and organisation objectives requiring their completion of tasks and responsibilities across Council.

2. Judgement and problem solving

The CFO will have the ability to determine the framework for problem solving for staff within the Department and contribute to the development of frameworks for cross-departmental issues. The preparation and delivery of strategic plans, budgets, project plans, resource and workforce plans will be capably managed and undertaken with appropriate quality assurance measures in place and minimal review required by the General Manager.

The incumbent may be required to represent senior management or Council in the resolution of specific problems in relation to the Department as required and directed. The CFO will be accountable for the oversight of problem solving and assessment of the quality of judgements made by less qualified staff within the Department.

3. Specialist knowledge and skills

The CFO will require the application of a range of specialist knowledge and skills, including all relevant legislation, policies and other sources of direction or precedent, in the area of services provided under the Department and the management of the delivery of such services. The incumbent will have the ability to provide relied upon authoritative advice to senior management and Council through the General Manager.

4. Management skills

The CFO will be required to direct professional and other staff in the planning, implementation and review of business units and functions within those units, as well as participating as a key member of the Departmental team and Council's middle management team.

5. Interpersonal skills

Interpersonal skills in leading and motivating staff will be required. The position requires the ability to negotiate on important matters with a high degree of independence. The CFO will be required to liaise with the public and external groups and organisations whilst maintaining a professional demeanour and quality representation of Council.

6. Qualifications and experience

The CFO will require either specialist tertiary qualifications in an appropriate field of study, or on the job experience demonstrating equivalent expert knowledge of the Department's business, combined with extensive practical experience in all other relevant areas in order to plan, develop and control major elements of work.

PERFORMANCE OBJECTIVES 2013/14

As outlined within the Operational Plan for functions identified for delivery by the Business Services Department.

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PHYSICAL REQUIREMENTS OF THE JOB

The following table represents the physical environment in which jobholders will be required to operate under normal circumstances based on average daily exposure to the nominated tasks. Additional tasks / requirements can be added.

WORKING CONDITIONS / PHYSICAL REQUIREMENTS					
Manual tasks Hw		Work Indoors	3	Client home visits	1
Manual tasks Lt	1	Work Outdoors		Exposure to aggression, violence	2
Repetitive lifting		High temperatures	1	Exposure to alcohol/drug abuse	1
Trunk twisting	1	Low temperatures		Working alone	1
Extended standing		Operate machinery		Working in remote/isolated areas	1
Extended kneeling		Sun protection	1	Provision of outreach services	3
Extended reaching		Safety boots/shoes		Emotional/traumatic stress	2
Elevating arms above shoulder		Respirator			
Climbing into and from excavations		Ear protection			
Crawling		Eye protection	2		
Shovelling / digging		Safety helmet			
Frequent bending		Work at heights			
Extended sitting	2	Confined spaces			
Extended walking		Extended vibration			
Loud noise exposure		Extended driving	2		
Work on uneven ground		Extended computer use	2		
Colour vision		Exposure to chemicals			
Depth perception		Exposure to Hepatitis	0		
Balance		Fine manipulation			

The Rating system used is:

0 = No exposure / requirement
 1 = Low exposure / requirement
 2 = Medium exposure / requirement
 3 = High exposure / requirement

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RECRUITMENT SELECTION CRITERIA

Essential

1. Demonstrated high quality management and control of staff, budgets, work programs and major departmental projects utilising superior leadership, skills and specialist knowledge to facilitate achievement of the Departmental Objectives contained in the position description.
2. A degree in accounting, financial management or a related field and at least five (5) years work experience in a management role within a similar environment.
3. Demonstrated high-level skills in people management, decision making, analysis and problem solving.
4. Demonstrated commitment to continuous improvement, change management and team-based achievement.

Desirable

1. CPA or CA accreditation.
2. Previous experience in Local government.
3. Current NSW driver's license.

NOTE THAT SIGNING THE PD INDICATES AN AGREEMENT AND ACCEPTANCE OF THE CONTENT AS AT THE DATE OF SIGNING.

**POSITION
INCUMBENTS
NAME**

SIGNATURE

DATE

**SUPERVISORS
NAME**

SIGNATURE

DATE

**MANAGERS
NAME**

SIGNATURE

DATE

HR ACTION