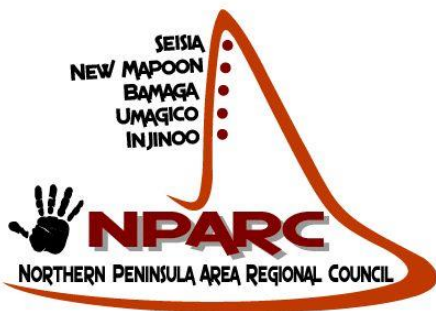




# Candidate Briefing Document

## Chief Executive Officer Northern Peninsula Area Regional Council

Date: September 2020



## ABOUT THE REGION

The Northern Peninsula Area Regional Council is within the Northern Peninsula Area at the tip of Cape York.

Cape York is at the very northern tip of Australia. It is a narrow peninsula with the Coral Sea to the east, the Arafura Sea and Gulf of Carpentaria to the west, and the Torres Strait to the north. Only 80 miles south of Australia's nearest neighbouring country Papua New Guinea the land is traditionally owned by the Indigenous Australians of the area. It is a land of two seasons, the wet and the dry. The wet season is between December and April and the dry season between May and November. It is warm all year.

The area receives a significant influx of visitors and tourists during the dry season, by road, air, and sea links. Seisia is the main seaport for the Northern Peninsula Area and Bamaga is the commercial and administrative centre for government services.

The Northern Peninsula Area ([NPA](#)) is made up of five indigenous communities, settled by clans from across Cape York and the Torres Strait. There are three aboriginal communities; Injinoo, Umagico and New Mapoon, and two Saibai Islander communities; Seisia and Bamaga. The NPA region is approximately 1,000 kilometres north-west of Cairns by road.

You can read more about the origins of each community [here](#).



## ABOUT COUNCIL

The Northern Peninsula Area Regional Council was formed in 2008 by the amalgamation of the shire and island councils of Bamaga, Injinoo, New Mapoon, Seisia and Umagico.

Council consists of five divisions, one for each of the former entities. Each division elects one councillor. The Mayor is elected across the entire Council area.

The Council is charged with the responsibility of ensuring a wide range of local government services are available throughout the communities of the Northern Peninsula Area including housing, utilities (such as waste management, water supply, wastewater disposal and roads infrastructure), sporting and recreational facilities.

Good community development is also a responsibility of Council. They are responsible for nurturing the establishment of a strong community that controls and uses its assets to provide cultural and other community events, promote and support social justice to improve the quality of the community life. NPARC works closely with the community, government funding agencies and, where appropriate, businesses, to secure and deploy the necessary resources for these purposes.

Services that are available and Council are responsible for include aged care services, Bamaga Airport, animal control, cemeteries and funeral services, child care, public pool, community halls and ovals, social housing and maintenance, libraries, parks and gardens, school bus services, transportation for workforce, public events and funerals, water supply and waste management.

### NPARC Mission Statement

*To support the provision of high standard local government services and the economic growth of the Northern Peninsula Area through the sustainable use, development and management of land, water and native vegetation resources, whilst protecting the rights and interests of both the individual and the community.*

### NPARC Vision

*With Respect and pride, we build a future for our children based on unity, equitable self-governance, education and culture.*

# ABOUT THE ROLE

<b>Position number</b>	1	<b>Date of last review</b>	18 August 2020
<b>Position Title</b>	Chief Executive Officer		
<b>Classification</b>	Senior Manager Executive Service		
<b>Division</b>	Executive Management		
<b>Location</b>	NPARC Main Office Bamaga Far North Queensland		
<b>Employment Type</b>	Contract – 3 Year Term with annual performance reviews in accordance with the contract KPI's and other contract conditions		
<b>Remuneration</b>	Base salary between \$180k to \$200k depending on skills and experience.		
<b>Hours of Duty</b>	As required in delivering on contract conditions and KPI's		
<b>Reports To</b>	Mayor		

## POSITION OBJECTIVES:

The CEO provides strategic leadership to NPA Regional Council's organisation and is responsible for leading and managing the organisation to achieve Council's vision and objectives, discharge its functions in accordance with legislation and provide high quality services for the community. Under the Local Government Act the CEO is responsible for organising the presentation of reports and reporting to Council, acts as the primary link between Councillors and the organisation and is responsible for helping Councillors in developing policy.

## Main areas of focus for the CEO involve:

- Leadership and strategic planning including the development implementation of the Council's strategic plan.
- Financial, operational, and service planning and management.
- Developing the capability of the workforce.
- Service development, enhancement, quality, and growth.
- Relationship building with key stakeholders such as Federal and State Governments, business, and community groups.
- Managing risks and ensuring compliance with numerous statutory requirements of Council's operations and decision-making processes.
- Council reporting and governance by ensuring accurate and timely information is available to assist Council's decision-making processes and assist with the promotion of the Council's role and function in the growth of the NPA Communities.

## RESPONSIBILITIES OF THE ROLE:

### Leadership & Planning

- Provide strong leadership and direction to the organisation of Council and staff at all levels.
- In conjunction with Council and senior executives, prepare a ten-year strategic plan and Council's Corporate Plan to guide the work of staff at all levels; identify key success factors and new opportunities for managing growth; continuously evaluate corporate performance standards and identify strategic opportunities.
- Preparation of annual performance plan to ensure annual reviews of CEO performance against certain criteria as required by Local Government legislation.
- In conjunction with the executive management team, develop annual operating business and resourcing plans to achieve Council's strategic goals and present them to Council for approval.
- Execute key strategic initiatives in accordance with the strategic plan and work with the executive management team to ensure that annual operational plans are implemented and are effective.
- Build constructive relations with and between executives across different departments and functions to break down silos and foster a cohesive senior leadership team.
- Lead and foster a high performing culture for Council by translating the strategy and vision of Council and by creating an environment where innovation and new ideas that improve service delivery can be constructively explored, encouraged, and implemented.
- Set the ethical tone of the organisation and lead the organisation in its corporate social responsibility.
- Keep abreast of political, economic, industry and social trends and developments which may impact on current Council operations or which may create new opportunities for Council to extend or improve existing services and/or develop new services.
- Seek economic opportunities to develop and strengthen the local community.
- Ensure appropriate financial planning processes are in place that contributes to sustainable and long-term financial wellbeing of the Regional Council.

### Leadership & Planning Performance Criteria

- Plans developed on- time and provide a strong foundation for Council to move forward.
- Strong interaction between the CEO, senior leaders and Councillors delivers added value in the planning process.
- Satisfactory progress on implementing key strategic initiatives.
- Improvements to the operational performance of Council.
- Council's reputation for ethical and social responsibility.

## RESPONSIBILITIES OF THE ROLE (CONT):

### Financial, Operational and Service Management

- Develop annual operational and capex budgets in consultation with the Executive Manager Finance and senior leadership team and submit them to Council for approval.
- Prudently manage expenditure by Council within budget constraints and funding guidelines and ensure that all senior leaders manage their own approved Departmental budgets.
- Ensures that Council is staffed to meet operational needs and service growth within budget constraints.
- Ensure systems and structure are in place and monitored to deliver high levels of performance in achieving Council's objectives.
- Ensure that all service contracts with third-party suppliers are implementing approved quality and safety systems and have high service performance and safety standards.
- Continuously monitor the performance of the organisation in complying with its statutory and contractual obligations across all services to the public.
- Ensure Council's commitment to excellence in customer service by building and sustaining a strong service throughout the organisation.
- Ensure that Council has disaster recovery plans and resources in place and is prepared for rapid mobilisation in times of flood, fire, or other major natural disaster events.
- Ensure Aboriginal and Torres Strait Islander culture and cultural protocols are respected and implemented within the organisation and Council's services.

### Financial, Operational and Service Management Performance Criteria

- Council achieves revenue and expenditure targets.
- Key initiatives implemented across all departments.
- All services meet environmental, safety and community expectations.
- Corrective action taken to respond to problems in a way that protects the ongoing interests of Council.





## RESPONSIBILITIES OF THE ROLE (CONT):

### Community Development and Stakeholder Relations

- Foster strong working relationships with existing and potential government and community stakeholders as well as funding agencies to continue to promote Council, attract grant funding and improve services to the community.
- Cultivate and maintain effective relationships with regulators and industry stakeholders generally.
- Represent Council at meetings, conferences and workshops where required in consultation with the Mayor.
- Regularly visit all Council offices and depots to meet staff and inform personnel about key issues facing Council, service enhancements, and how Council is balancing growth, lifestyle, and the environment.
- Enhance the image of Council in the southeast Queensland region and with the State Government.
- Positively contribute to key regional planning forums, special interest groups and professional/industry bodies such as LGAQ and LGMA.
- Development of procurement policies to support the capacity building of local businesses to be awarded local tenders to support ongoing sustainable development of the NPA region.

### Community Development and Stakeholder Relations Performance Criteria

- Positive feedback from key government, business, and community groups.
- New services and contract opportunities are identified and vigorously pursued.
- Improved staff feedback concerning communications from senior management.
- Council's image in Cape York & Torres Strait among other LGAs and the community generally is positive.

### Workforce Capability

- Ensure human resources management plans, procedures and best practice principles are developed and implemented in accordance with legislative requirements.
- Manage human resources fairly and effectively, in accordance with statutory requirements and contribute to staff recruitment, retention and resource adjustment as and when required.
- Develop and foster a positive organisational culture.
- Manage the recruitment, on-boarding, induction and performance management of senior leaders, and oversight performance reviews of employees more generally.
- Ensure that all staff are well trained in the safe working requirements and procedures of Council and any special safety requirements of operations or specific sites are well understood by staff that need to know.
- Oversight the investigations of any major safety or other contract compliance matters to ensure lessons are learned and better procedures and staff training are implemented.

## RESPONSIBILITIES OF THE ROLE (CONT):

- Establish and refine staff structures, communication channels and decision-making delegations to ensure productive, efficient, and accountable work practices and sound staff relations.
- Lead organisational change by demonstrating commitment and support to all levels of the organisation and ensure change is encouraged throughout the organisation.
- Provide oversight to Enterprise Bargaining negotiations that supports employee satisfaction whilst overall enhancing performance expectations.

## Workforce Capability Performance Criteria

- Training plans are implemented and improve the capability of the workforce.
- Increasing engagement and productivity of the workforce.
- Improved staff retention.
- Improved safety performance and 100% compliance with Queensland WH&S Act.
- New staff become productive quickly.

## Governance and Reporting to Council

- Ensure that Council has a well-developed and highly professional suite of Council policies and governance protocols, and that they are always regularly reviewed by the Council and kept fully up to date.
- Monitor Council's financial position and financial performance and provide information and advice to the Council through well considered reports.
- Provide suitable and accurate reports to Council of financial implications of policy determinations.
- Prepare business cases for Council/Committee approval for the purchasing of major equipment, the development of new or enhanced services or the need to partner with third parties to deliver on new services and innovation.
- Attend all Council/Committee meetings and report fully to the Council on progress against all strategic or major projects and initiatives.
- Ensure implementation of Council resolutions, policies and decisions are done in a timely manner.
- Ensure that accurate records are kept of all Council's meetings, Committees, operations and decision-making and ensure they are secure and are retained in line with statutory provisions.
- Work closely with the Mayor between formal meetings to keep the Mayor informed on all key operational matters, organisational performance, and progress on new initiatives.



# EXPERIENCE & QUALIFICATIONS

## Skills

- Strong interpersonal skills and the ability to apply these skills to create the environment necessary to motivate and promote effective performance.
- The maturity and sensitivity to work effectively with people of all ages and at all levels of Council, the Government and external agencies and members of the community to produce positive outcomes.
- The ability to lead and positively influence work groups and individuals in a positive, honest, open, and fair way including mentoring of inexperienced staff.
- Effective organisational skills.
- Highly developed written and verbal communication skills.
- Highly developed conceptual skills and abilities.
- Highly developed analytical skills.
- A highly developed level of self-awareness.
- Effective negotiation skills.

## Knowledge and Experience

- Demonstrated experience in a Local Government, involving the high-level management of people, resources and finances and a thorough understanding of administrative processes.
- Demonstrated experience at an appropriate level in a performance-based organisational environment.
- Demonstrated experience in the strategic management of complex organisational change.
- Successful track record as a senior executive with effective organisational management and strong leadership capability.
- Demonstrated knowledge and understanding of contemporary trends in strategic management systems and processes.
- Financial management knowledge with experience achieving organisational financial stability.
- Demonstrated experience in the management of and accountability for significant corporate budgets.
- Proven ability in the management of staff, including the effective management of an executive team and individual staff performance and development issues. Strong interpersonal skills with an ability to lead, inspire, motivate, coach and mentor for optimal individual and team performance to achieve the overall strategic direction.
- Demonstrated knowledge of legislative requirements and other agency processes relating to local government.
- Demonstrated knowledge and understanding of contemporary issues and trends in local government.

## EXPERIENCE & QUALIFICATIONS (cont.)



### Knowledge & Experience (cont.)

- Demonstrated knowledge and understanding of environmental issues impacting on key areas of responsibility.
- Computer literate and the ability to understand the use of technology to deliver flexible high- quality performance.
- Understanding and appreciation of Aboriginal and Torres Strait Islander Culture
- Sound appreciation of community consultation processes.

### Qualifications

The successful candidate must hold an appropriate tertiary qualification that supports he extensive experience and responsibility required for this position. A current motor vehicle drivers' licence is essential.

### Other Requirements

A positive desire and attitude to make a real difference in the life of Aboriginal and Torres Strait Islander communities through the delivery of quality and equitable services to the NPA Regional Council and its communities that strategically enhance the future capacity and growth of the region and its sustainability.

# RECRUITMENT TIMEFRAMES

<b>Application Period:</b>	18 September 2020
<b>Closing date for Applications:</b>	05 October 2020
<b>Initial Assessment:</b>	06 – 09 October 2020
<b>Council Interview:</b>	To be confirmed

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

Peak Services will review all applications and provide an initial recommendation of suitable candidates to Council.

Working with Peak Services, Council will determine a shortlist of suitable candidates, and interviews will be arranged with the Council panel. The Council may require the candidate to undergo psychometric testing to assist in understanding the candidate's working preferences and attributes as well as fit for the organisation. Following the selection of a preferred candidate Council will require several further checks.





## REMUNERATION & OTHER BENEFITS

<b>Base Salary:</b>	\$180 - \$200k depending on skills and experience
<b>Annual Leave Loading:</b>	17.5%
<b>Employer Super contribution:</b>	12%
<b>Vehicle:</b>	Fully maintained Toyota 4X4 valued at \$18k per annum
<b>Accommodation:</b>	Provision of a 3-bedroom residence with rental value of \$360/week reduced to a subsidised rent of \$120/week.
<b>Utilities:</b>	Provided up to \$50 per month for gas and \$200 per month for electricity, internet and phone provided up to \$100 per month.
<b>Technology:</b>	Laptop and mobile phone provided with reasonable personal use.



## CONTACT

**Celia Jones**

Principal Consultant Recruitment  
Consulting and Technical Advisory



### Core Capabilities

- High Quality Recruitment
- First Class Recruitment Systems
- Robust Methodology
- Comprehensive and Professional Service
- Industry Knowledge

### Qualifications

- Master Journalism
- Bachelor of Business - Int'l
- Registered Nurse

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