

ARE YOU THE NEXT

# CHIEF EXECUTIVE OFFICER

OF THE STRATHBOGIE SHIRE?

If so, please contact Omera Partners:

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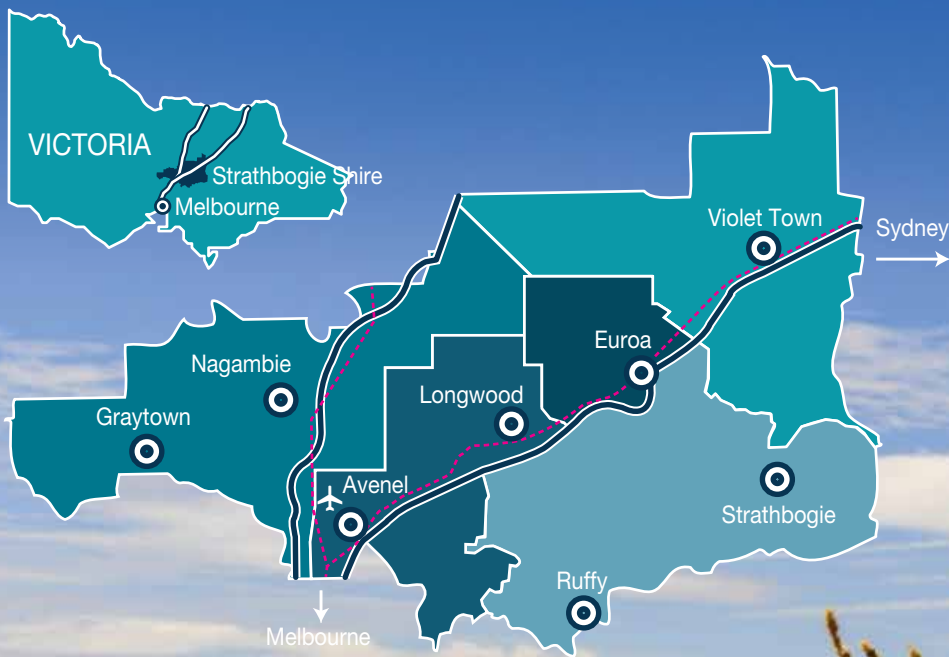
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**Strathbogie**  
*shire*

# ABOUT

## STRATHBOGIE SHIRE COUNCIL



The Strathbogie Shire is a vibrant and progressive rural municipality located approximately 90 minutes north of Melbourne along the Hume Highway. It has diverse and picturesque communities served by townships such as Euroa, Nagambie, Violet Town, Avenel, Longwood, Ruffy and Strathbogie.

The Shire is situated within the picturesque surrounds of the Strathbogie Ranges and the productive Goulburn Valley flood plain with a population of approximately 10,500. The shire encompasses 330, 326 hectares and has a population density of 0.03 persons per hectare.

The region has a strong agricultural economic base including wool, grain, sheep and cattle production and is also known as Victoria's Thoroughbred Homeland with over eighteen of Australia's finest thoroughbred properties located in the municipality, including the renowned trainer, David Hayes' Lindsay Park at Euroa. Many Melbourne Cup winners have been born, bred and trained locally. The region also has a growing grape and wine industry and tourism sector, complemented by recent urban industrial and residential development.

Strathbogie Shire Council is represented by seven councillors across 5 wards. It is responsible for delivering over 80 services to ensure the current and future well being of its citizens by realising liveable productive communities supported by a healthy environment. The management team, comprising the Chief Executive Officer, 1 Director and 2 Group Managers, is responsible to Council for the day to day management of Council's many functions.

The Shire is an easy commute to Melbourne's CBD and Melbourne Airport and other significant regional centres, such as Shepparton and Seymour via the Goulburn Valley Freeway, Hume Freeway and Goulburn Valley Highway and Melbourne-Shepparton and Melbourne – Wodonga railway lines.

Also located within the Shire is Mangalore Airport, a purpose-built training facility north-east of Melbourne's international airport, that meets Civil Aviation Safety Authority (CASA) and European Aviation Safety Administration (EASA) standards. With a number of metropolitan and regional airports within less than an hour's flying distance providing ready access to controlled, and un-controlled airspace, no flight curfew, and stable weather conditions, Mangalore and the surrounding Hume Region is the perfect base for trainee pilots to build confidence and skills.

Major natural features include the Heathcote-Graytown National Park, Strathbogie Ranges, Goulburn River, Goulburn Weir, Lake Nagambie, Polly McQuinns and Gooram Falls. The Shire's tourism appeal continues to grow, with the area home to multiple eateries and wineries such as Mitchelton Winery, Fowles Wines, Maygars Hill Winery and Tahbilk Winery, walking trails, waterways, cycling and breathtaking wilderness.

## ATTRACTIONS FOR THOSE SEEKING TO RELOCATE

The strong sense of community across the Shire, together with the heritage architecture of the townships, the vibrant lifestyle which includes arts, tourism, culture and markets, cafes, pubs, wineries and eateries; and beautiful and diverse landscape, makes the Shire highly attractive to those seeking a rural lifestyle.

The Shire is well serviced with preschool, primary and secondary schools and educational facilities, libraries, sporting activities and venues (including the Nagambie Regatta Centre), three bush nursing hospitals, and medical and aged care facilities, and an efficient NBN service.

Real estate remains affordable within the Shire with the average price \$380K.

## CHALLENGES

One of the main challenges faced by Strathbogie Shire Council is ensuring that it maintains service levels to a growing population in an innovative way to deal with the long-term effects of rate capping.

An important challenge is ensuring that the Council understands and meets the needs of the diverse communities within the Shire, including low socio-economic communities.

The Shire is also focused on the promotion of new business, tourism (including agri – tourism) and residential and commercial investment to strengthen economic stability, increase population and employment opportunities and ensure growth and a long-term sustainable future.

Additionally, there is a need to upgrade community assets such as local swimming pools and skate parks, and infrastructure in the smaller rural areas to manage the service needs of growing communities. There is also the need to manage the rehabilitation of legacy landfill sites.



## COUNCILLORS & WARDS

The Shire is divided into 5 wards:

<b>Hughes Creek Ward</b>	<b>Councillor Malcolm Little</b>
<b>Honeysuckle Creek Ward</b>	<b>Councillor Kate Stothers</b>
<b>Lake Nagambie Ward</b>	<b>Mayor Amanda McClaren and Councillor Debra Bower</b>
<b>Mount Wombat Ward</b>	<b>Councillor Alistair Thomson</b>
<b>Seven Creeks Ward</b>	<b>Councillors, John Mason and Graeme “Mick” Williams</b>

## GOALS/VALUES

The Strathbogie Shire Council provides a wide range of services, facilities and infrastructure that improve the liveability of the Shire. The Council works alongside State and Federal levels of government to represent the needs of all residents and plan for the future.

Councillors and staff at Strathbogie Shire Council are committed to the following principles (values) as a guide to all its decisions and actions:

**To enhance community health and wellbeing** – Plan for improved community health, wellbeing and liveability; engage and participate with the community in Council/ Community initiatives; enhance community resilience including supporting and increasing the participation of volunteers; and support and drive community, arts and cultural events.

**To sustainably manage our natural and built environment** – Promote and support sustainable environmental initiatives; mitigate and adapt to a changing climate; protect and enhance our natural environmental assets; protect and enhance our built environment; and provide efficient and effective waste management programs.

**To provide quality infrastructure** – Provide best practice management of all assets including roads, bridges and facilities; and provide passive and active recreational facilities.

**To support and drive economic development** – Promote and support local business and produce; support tourism and business development; provide innovative and sustainable land use planning; attract new residents; and grow investment and employment opportunities.

**To be a high performing Shire** – To proactively develop and deliver quality services that achieve high customer satisfaction; continue to focus on operational efficiencies; continue to create a secure investment environment through sound financial management; to be equitable and fair in all decision-making processes; and to communicate and engage effectively with the community and key stakeholders.

**Strathbogie Shire will advocate on behalf of our community for the following:** – Diplomacy, Education, Environment, Funding, Health, Public Transport, Roads, Telecommunications, Tourism, Transport Linkages, Utilities and Natural Resources.

# COUNCIL PLAN

2017-2021

## “Our plan to build flourishing communities”

The Council Plan was formulated in partnership with the community and is structured around five goals:

- To enhance community health and liveability
- To sustainably manage our natural and built environment
- To provide quality infrastructure
- To support and drive economic development
- To be a high performing shire

### OUR VISION

Together we are building a flourishing community.

### OUR MISSION

To support our community to grow through effective partnerships, engagement and equitable and efficient delivery of services.

### OUR VALUES

To be a respectful, innovative, open and transparent, inclusive, fair and ethical Council.

### OUR COMMITMENT TO ENGAGEMENT & COMMUNICATION

To be a more inclusive Council by engaging and communicating in an open and honest manner with our local community and key stakeholders.

### PURPOSE

Through leadership and quality service we will meet our community’s needs and aspirations with a focus on thoughtfully planned growth to maintain and enhance the high productivity of our collective community.

## KEY METRICS (SOURCE ANNUAL REPORT 2017/2018)



### INCOME

**\$32,548,270**  
(2017/2018)



### EXPENDITURE

**\$31,691,907**  
(2017/2018)



### OPERATING SURPLUS

**\$0.856 million**



### EMPLOYEES

**102.9 (FTE)**



### POPULATION

**10,500**  
(Approx)



### GEOGRAPHIC AREA

**330,326**  
hectares





## CONTEXT

Strathbogie Shire Council wishes to appoint the next Chief Executive Officer to administratively manage the Council and ensure that it continues to provide the wide range of services and community infrastructure it currently does, achieve growth and protect and enhances life across the Shire for the future.

The current Chief Executive Officer took up the position in March 2011, having previously held the role of Director Strategic & Community Development and acted in the role of CEO. His current term concludes in November 2019.

All such appointments are important; however, this appointment is particularly critical given Strathbogie's commitment to growth and desire to be a strongly connected community centric entity, commercially innovative and opportunistic. These aspirations will likely require a visionary, entrepreneurial Executive Leader with experience driving commercial deliverables whilst achieving community centric outcomes.

The Shire is committed to continuing to develop a vibrant thriving community and improved quality of life for all within the Shire by stimulating economic activity through increased employment opportunities,

attracting commercial investment in projects, infrastructure and new businesses, encouraging more people to live in Strathbogie due to lifestyle and work opportunities and encouraging more people to visit and spend money in the Shire on tourism and recreation.

The incoming Chief Executive Officer must offer a combination of deep expertise and demonstrable experience in leading complex businesses in times of challenge, complexity, change and opportunity. They need to provide strong, strategic, visionary leadership and financial management, while promoting a culture of cross functional collaboration and coordination and a commitment to customer service, which ultimately produces outcomes aligned to the Council's 2017–2021 Plan.

The Chief Executive Officer must be visionary, forward thinking, innovative, entrepreneurial, as well as energetic and enthusiastic. They will possess strong business acumen, a strategic outlook and a demonstrated track record in contributing to the high performance of an ideally customer centric organisation.





They will have a high level of integrity and a strong commitment to best practice in corporate governance.

They will have highly developed communication, facilitation and interpersonal skills and a collaborative working style. In addition, they will also have the ability to build strong trusting relationships with staff and bring people together rather than working in silos. They will have the ability to build strong networks, regional partnerships and inter-governmental relationships, and enjoy connecting and interacting with the community.

They will be an effective delegator, who communicates with, empowers and motivates staff to achieve outcomes. They will also have a demonstrated ability to build teams and be effective in succession planning. They will encourage a respectful, caring and supportive work environment.

A big picture thinker, the successful candidate will embrace new opportunities and encourage innovation, creativity and new ideas, which result in solutions that have a positive impact on the working culture of the organisation, improve efficiency and

are reflected in high level customer service and community satisfaction. They must be community driven and be genuinely passionate and interested in the advancement of the Shire. The appointment cannot simply be viewed as just another job.

The successful candidate will have a positive ‘can do’ attitude, be a proven motivator who is outcome focused and have strong collaboration skills. They will also have good organisational and planning skills, and the ability to effectively source grants.

## RESIDING IN THE SHIRE

Strathbogie Shire Council would prefer that the successful candidate reside within the Shire. They are however, open to considering someone who for personal reasons chooses to reside outside the Shire, but within a reasonable commute to the Shire.

## THE BRIEF

The Chief Executive Officer is the Executive Leader of the Council's management team and has administrative charge of the Council pursuant to section 94A of the Local Government Act.

Prospective candidates will be required to have highly developed experience and attributes across core dimensions:

- **Business strategy** – demonstrated experience in leading the development and implementation of strategic plans to drive organisational performance.
- **Intelligence** – capacity to engage in broad, complex analytical and conceptual thinking.
- **Leadership** – demonstrable, relevant – complex, customer centric service in transforming environments, capacity to align organisation around goals and build effective, focused and engaged teams.
- **Team building** – demonstrated ability to build effective teams.
- **Ability to work closely and effectively with councilors.**
- **Culture** – through a naturally positive, “can do” outlook is able to effectively promote a culture of collaboration, coordination, and cohesiveness which is success orientated.
- **Communication** – highly developed skills in communicating across an organisation and externally.
- **Change** – demonstrated ability to embrace new skills and fresh ideas.
- **Business innovation and results orientation** – effectively fostering the development of creative ideas that will underpin future organisational success and the achievement of objectives.
- **Commercial execution discipline.**
- **Risk Assessment** – possess highly developed risk assessment skills.
- **Community Engagement** – demonstrated willingness to be involved and to foster community relationships/ comfortable in facilitating community forums and build trust.
- **Brand ambassador** – needs to be comfortable engaging at all levels promoting the Shire and influencing and advocating to key external stakeholders including industry groups, Regional Development, State and Federal Governments etc.
- **Operational efficiency and resource optimization.**
- **Collaboration and influence** – ability to work effectively with the Council, senior leadership team and external peers, partners, community groups, stakeholders, etc.
- **Open door, transparent and approachable working style.**
- **Problem solving** – a lateral thinker who is outcomes focused and delivers on what they have promised.
- **Decision Quality** – makes sound and timely decisions based on analysis, experience and judgement.
- **Senior executive credibility / presence to shape and transform.**
- **Political savvy** – can manoeuvre through complex political situations effectively and quietly.
- **Intimate understanding (or ability to quickly develop such an understanding) of the regulatory environment in which the Council operates.**
- **Governance** – possess a strong commitment to best practice in corporate governance.
- **Integrity and values** – must possess strong values and integrity and a “commitment to doing the right thing”.

It is essential that the appointment will bring genuine gravitas from a sector and market perspective.

## THE ROLE

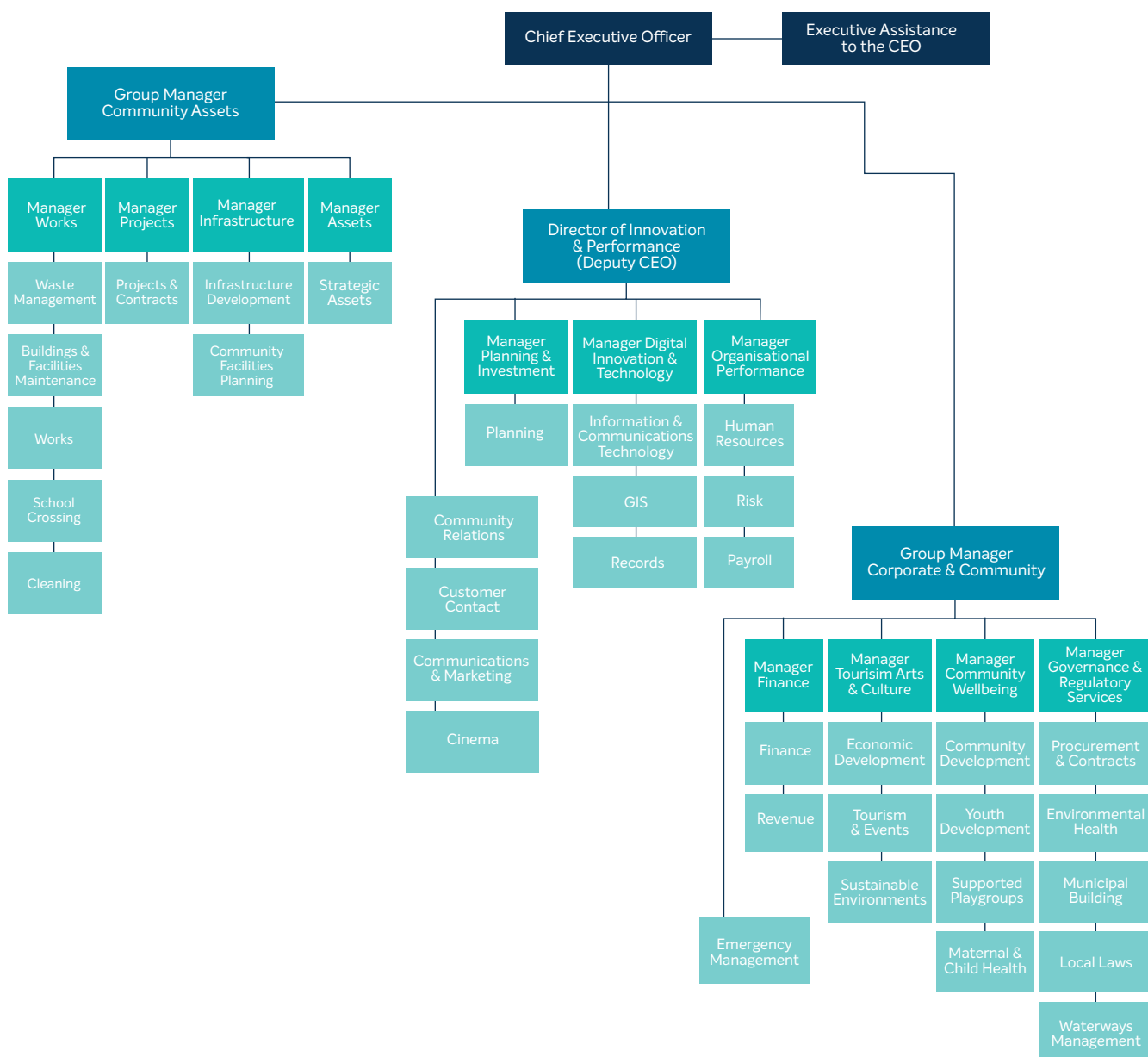
The purpose of the Chief Executive Officer is to provide advice to Council and effectively manage all available human, financial and physical resources to give excellent customer service and achieve Council objectives.

This role supports the Strathbogie Shire Council in fulfilling its governance obligations; provides leadership and operational management and plays a key role in the implementation of the Council's 2017-2021 Plan and delivery on its vision.

## ORGANISATION CHART

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## KEY DIMENSIONS

**ROLE:** Chief Executive Officer

**REPORTING TO:** Council

**SUPERVISES:** All staff in accordance with the organisation structure

**INTERNAL LIAISONS:**

- Mayor
- Councilors
- Staff

**EXTERNAL LIAISONS (INCLUDE):**

- Residents
- Other ratepayers
- Businesses
- Community Organisations & Volunteers
- Ministers and Government departments
- Local Members of Parliament
- Media
- Visitors
- Neighbouring Councils/Shires
- Unions
- Local Government associations (i.e. Municipal Association of Victoria, Victorian Local Governance Association)
- Professional Associations

**LOCATION**

The CEO works from offices in Euroa, Victoria, and is required to work across the Shire.

## POSITION DESCRIPTION

The Officer must perform the functions of the Chief Executive Officer pursuant to section 94A of the Local Government Act and have administrative charge of the Council subject to the terms of this Agreement. The role is classified as a Senior Officer under the Act.

## ACCOUNTABILITY AND EXTENT OF AUTHORITY

Effective overall management of the Council.

- Discharge of the responsibilities and duties in this Assignment Specification.
- The performance of all staff.
- Authority over all decision making and functions within the Council organisation – but in accordance with the provisions of the Act, within the constraints of Council policy, budget and other decisions of the Council, and not where there is a statutory requirement for the decision to be made by the Council.

## KEY RESPONSIBILITIES

Support the Council in providing strong community leadership and in pursuing the aspirations and full potential of the community.

**COUNCIL**

Provide timely accurate and astute advice, particularly on strategic issues.

Ensure that Council decisions are executed promptly and effectively.

Communicate regularly and effectively with the Council.

**COMMUNICATION**

Promote the best image of the Council and its activities.

Motivate staff to work to their full potential towards the goals set by the Council.

**FINANCIAL**

Ensure that the activities of Council are within budget, on time, in accordance with best business practice and satisfy statutory obligations.

**ECONOMIC DEVELOPMENT**

Identify and pursue opportunities that will benefit the Community.

**BRAND AMBASSADOR & ADVOCATE**

Actively communicate and engage with the Community and advocate on its behalf at State and Federal Government level.

## RESPONSIBILITIES AND DUTIES – FURTHER ELABORATION

### GENERAL

- Maintain an organisation structure aimed at providing excellent customer service, a corporate business plan, a rating strategy and all other requirements of Council.
- Maintain appropriate management systems and procedures.

### COUNCIL

- Provide the Council with strategic advice, based on a sound assessment of opportunities and risks, strengths and weaknesses, and the limitations imposed by law.
- Prepare for and attend meetings of the Council and other meetings as required by the Council.
- Follow through to ensure that decisions of the Council are executed promptly and effectively, ensuring that all requested reports are supplied on time for Council meetings.
- Provide support to the Council to assist it to function as representatives of constituents and as representatives of the Council on other bodies and in other places.

### COMMUNICATION

- Gain an understanding of the needs and aspirations of the community.
- Lead a two-way communication process with the community, the media and others. Promote the best image of the Council and its activities. Ensure that all information is accurate, timely and positive.
- Ensure that Council activities and initiatives receive good media coverage.
- Maintain effective and co-operative communication with community organisations, businesses, neighbouring Councils and other government authorities and departments.
- Attend appropriate social engagements and community functions.

### HUMAN RESOURCES MANAGEMENT

- Encourage and provide opportunities for members of staff to develop their skills, knowledge and attitudes.
- Motivate staff to work to their full potential, ensuring that staff have a clear understanding of the mission of the organisation.
- Ensure that all staff provide a high level of customer service in their dealings with individuals and organisations who do business with the Council. Establish systematic performance indicators.
- Develop a consultative, multi-skilled team approach in each major area of activity, installing and maintaining a system of delegations that push decision making downwards towards the work force.
- Ensure that equal opportunity and occupational health and safety practices are followed in all activities of the Council.
- Oversee the development and effective implementation of enterprise agreements and employee relations policies, with the objective of achieving best practice productivity.
- Regularly review the organisation and the work force, having regard to the objectives and budget indications given by the Council, and, as appropriate, make changes to the organisation and work force to achieve effectiveness with efficiency.
- Perform the statutory functions set out in section 94A of the Act in relation to appointment, review, direction and dismissal of Council staff.

## FINANCIAL AND LEGAL

- Manage the preparation of Council's corporate plan and budgets.
- Ensure that the Council's services, capital works and programs are delivered in accord with the intent of the Council, on time, and within budget.
- Ensure that sound administrative and financial systems, procedures and controls are in place and functioning in all areas of Council activity in accord with best business practice, and to satisfy statutory obligations.
- Monitor and report on Council services and business undertakings and on outside events which could influence the Council's financial planning, and keep the Council informed of major opportunities and risks.
- Ensure that all Council activities and functions are carried out in accord with statutory obligations and having proper regard for legal precedents, thereby minimising Council's exposure to risk and litigation.
- Ensure that financial statements are prepared and audited in accordance with relevant accounting standards and statutory requirements.
- Perform the statutory functions of Chief Executive Officer as required by the Act and other legislation.

## ECONOMIC DEVELOPMENT

- Identify, evaluate and pursue economic opportunities and programs that will develop the priorities of the Council.

- Engage and work with employers, industry organisations and related groups within the region with a view to developing opportunities for employment generation.
- Actively pursue, support and co-operate in regional initiatives such as industry, development and employment generation programs.

## GENERAL

- Keep abreast of advances in technology and, in consultation with staff, introduce technology which can improve customer service, productivity and efficiency.
- Maintain a network of contacts throughout local government and other levels of government, to keep up to date with developments affecting the Council, and local government generally.
- Maintain a close relationship with, and active participation in, relevant professional and industry associations.
- Undertake appropriate professional development activities.
- Ensure effective and appropriate communication with such external consultants as the Council considers necessary in financial, legal or other areas as the Council considers appropriate.
- Ensure that the needs of the Council and its officers in the performance of their role and responsibilities are met and that they are kept fully informed of all matters of relevance to their role and responsibilities.



## THE PERSON (KEY SELECTION CRITERIA)

### IDEAL BACKGROUND

- The Council prefers public sector experience. While previous experience in the local government sector would be well regarded, it is more important that the successful candidate is able to demonstrate an ability to quickly grasp the fundamentals of delivering outcomes within the regulatory framework within which Council operates.
- The Council is open to considering someone who has previously undertaken a CEO appointment or equivalent role or someone who is seeking career progression.
- Strategic contemporary business leadership and best practice approach in distilling experience and wisdom.

### QUALIFICATIONS

#### Desirable

Tertiary Qualification and/or a strong track record in general management in complex operating environments, coupled with a demonstrated commitment to continuous learning (has or intends to undertake further study/ qualifications).

### OTHER

#### Desirable:

- Demonstrated success in leading complex businesses.
- General management track record, including strong financial management and human resources.
- An understanding of the context and environment in which Strathbogie Shire Council operates.
- Strong ability to interpret legislation.
- Good understanding of profit and loss drivers.
- Knowledge and understanding of environment and planning regulations.
- Track record in successfully driving economic development, including formulating and implementing strategies.
- Strong understanding of rural and regional Victoria.
- Proactive in their approach, innovative in their problem solving and does what they commit to do.
- Sound knowledge and commitment to best practice governance.

### LEADERSHIP

- Strong visionary leadership with a mindset towards innovation and entrepreneurialism.
- Ability to build strong teams, bring together the executive team and the organisation to foster an innovative and customer focused culture and generate a “can do” attitude across the organisation.
- A person who can lead, build collaboration and influence within the organisation and across the sector.
- A person who leads by example and through their own behaviour creates an environment where the best ideas can flourish, and people can achieve their full potential.
- Ability to create and communicate a clear sense of vision and direction to energise and focus people.
- Experience in creating a diverse and inclusive workforce that delivers the needs of the organisation and reflects the community we serve.
- Provide leadership that shapes and engenders a culture of excellence – in people and business, customer centricity and growth.
- Demonstrated commitment to staff well-being.
- Strong commitment to the Council and passion for community service – the appointment is not “just a job”.

## STAKEHOLDERS

- Ability to influence and work with key internal and external stakeholder groups.
- Exceptional communicator with genuine gravitas, a natural collaborative style and a humble yet commercial approach.
- Ability to engage in commercial and political arenas and effectively promote the needs of the Shire.

## ADAPTATION & INNOVATION

- Experience in driving change towards customer centricity, creativity, collaboration and agility and best in class operational capability.
- Ability to constructively challenge the status quo and innovate.
- Ability to think creatively with entrepreneurial energy.
- Possess an inclusive approach to problem solving and complex issues management.
- Demonstrated support and participation in continuous improvement.

## FACILITATION SKILLS

- Must possess strong facilitation skills and the ability to bring people together effectively.

## STRATEGY AND IMPLEMENTATION

- Demonstrated commitment and ability to implement the Shire's strategic plan.
- Intellectual rigor with strong analytical and numerical skills.
- Ability to think strategically.
- An understanding of the issues that arise in a local government environment and how to deliver exceptional results in such an environment.
- Drive, passion and commercial acumen: a proven record with execution and commercial results.
- Strong influencing and negotiating skills with a commitment to deriving mutually beneficial outcomes in complex negotiations.
- Excellent interpersonal and communication skills with the ability to relate to people at all levels across the entire Shire.
- Commitment to take on and follow through with tough decisions.

## CUSTOMER SERVICE

- Demonstrated commitment to improved customer service and delivering on what has been promised.
- Strong ability to communicate customer service standards internally and ensure that they are adopted.
- Ability to translate the commitment to improved customer service into the organisation's culture.





## KEY ATTRIBUTES

- Well respected/Gravitas
- Positive, “can do” mindset
- Outcome focused, rather than focused on the doing/  
Lateral Thinker
- Business Acumen
- Visionary, Forwarding Thinking, with Fresh Ideas
- Comfortable driving change
- Outgoing, Enthusiastic, Engaging, Energetic and Self  
Starter
- Easy-going and Approachable
- Emotional Intelligence
- Resilient, Tenacious and Pragmatic
- Genuine- Values driven
- Respectful
- Trustworthy/High integrity
- Politically savvy
- Credible – able to shape, transform and inspire
- Strong listening skills.
- Innovative, Inquisitive and Entrepreneurial
- Customer & Community Centric
- Collaborative approach / Collector of Ideas / Inventor  
of Solutions
- Passion for Learning and Personal and Professional  
Growth

- Commercial Mind – Social Heart
- Values based decision-making style
- Good pragmatic problem solving.
- Calm and unflappable under pressure.

## CORE DIMENSIONS

- Collaborative & Strategic Leadership
- Commercial Discipline
- Stakeholder Gravitas/ Engagement
- Innovation / Entrepreneurial Energy
- Customer Centricity
- Planning/Delivers on Promise

## OTHER

- Cultural
- Purpose
- Style
- Values

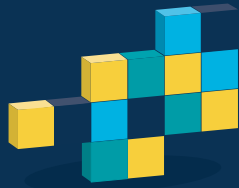
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