

REPORT OF THE STRATEGY/POLICY FORUM MEETING (73.89)  
Held on 24 July 2001

**SF.035**      **377.00.00**  
**COMMUNITY PLAN**  
PROGRAM: COMMUNITY DEVELOPMENT

### **Background**

In 1998 mandatory requirements for developing social/community plans were set down. This followed the introduction of the Local Government (General) Amendment (Community and Social Plans) Regulation.

Council's Community Plan meets these requirements.

The Community Plan will inform the way Gosford Council works to provide community services for now and in to the future. The document supports local and regional planning approaches focussing on the integration of social, economic and environmental issues to meet the diverse needs of the community.

### **The Planning Process**

The Community Planning process commenced over two years ago when Council's Community Development team started to work towards better integration in planning for community needs across target groups and issues. While important social planning work had taken place in Gosford before this time, it was largely focused on providing base line community facilities for a growing population.

There was no comprehensive community social plan for Gosford that brought together the range of issues that impacted on people in this area.

The Community Plan represents the first project in Gosford to undertake this task.

Extensive community participation was sought and achieved with over 2,300 community members contributing their thoughts and ideas to the process. A survey was the main method used to access community information and this was adapted to suit a range of groups.

The Community Plan sets out 102 recommendations for Council across 25 community issues.

Essentially, the principles of belonging, recognition, equity, flexibility, community education and participation and integration are central to all recommendations.

A snapshot of major recommendations within the Community Plan is as follows:

- Regional focus for the planning of services.
- Diverse use of public spaces.
- Holistic planning approaches such as place management projects in CBD areas, joint ventures with government, community and business groups, coordinated service delivery at a precinct level and team based project management approaches across Council.

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- Diversity and flexibility in the provision of facilities and services such as multi-use community spaces and 'one stop shop' models.
- Regional identity and autonomy.
- Improved transport options and the sustainability of a range of transport modes for the needs of the whole community.
- Increased opportunities for interaction and discussion between Council and the community.
- Increased affordable housing opportunities.

The Community Plan is a fluid document and will grow and change in line with community needs.

**Launch of the Community Plan**

The launching of the Community Plan will aim to involve as many community members as possible, particularly commuters whose contributions have added richness and variety to the document. The launch will co-occur with the opening of Narara Community Centre on Saturday 25<sup>th</sup> August. A program of events along with an invitation for all Councillors will be forwarded closer to the event.

Public exhibition of the Community Plan will commence from the launch day in line with Council's policy. Comments received from the community will be documented as Community Plan attachments and will form ongoing dialogue between Council and the Community.

**Financial Impact Statement**

The Community Plan has been developed and collated within existing Council resources. Some of the recommendations will require additional budget allocations at some future stage probably in 2002/03.

THE STRATEGY/POLICY FORUM RECOMMENDS that:

- A Council endorse the Community Plan.
- B Council as part of its' requirements to the Department of Local Government forward a copy of the Community Plan to the Minister, Mr Ernie Page.
- C The Community Plan be launched in conjunction with the opening of the Narara Community Centre on Saturday 25<sup>th</sup> August.
- D Public comment regarding the Community Plan be included as attachments to the document.
- E On completion of the community consultation process a report be provided to Council which:
  - i details the results of community consultation, and
  - ii includes cost estimates and project timeframes for the various recommendations.

**SF.022**      **170.50**  
**MANAGEMENT STRUCTURE AUDIT**  
PROGRAM: GENERAL MANAGER

**Background**

Council at its meeting held on 15 May 2001 resolved in part:

- H      The General Manager, assisted by KPMG, to formulate job descriptions for Functional Unit Head Managers and Managers.

**Job Descriptions**

KPMG Consulting in consultation with Council have formulated the job descriptions for the Functional Unit Head Managers.

Each position has been given the title of Director and the scope of each position is contained in the Job Descriptions – Attachment A.

Each position has been evaluated using the NSW Local Government Job Evaluation Questionnaire to determine the Band and Level for each position. The positions are evaluated at Band 4 Level 1 which places the positions at executive level within the Local Government Act NSW and reflects the comparability in the scope of the positions.

**Role of Positions**

The Management Structure Audit review emphasised that each of the positions should play an integrated part in meeting Council's objectives and the outcomes identified in the Management Structure Audit report.

The similar key role shared by all positions is to form part of the executive team. The executive team is responsible for the strategic planning and management of Council. As a consequence of the need to have the same role, each of the position holders will be required to possess the same set of generic skills and knowledge base for the key roles, in addition to any specialist technical knowledge which may be required for some functional areas.

**Remuneration Level**

In recognition of the greater weight being given to the generic skills and knowledge required to perform a strategic planning and management role the base salary for each position has been set at \$110,000. The breakdown of a remuneration package value using a base salary of \$110,000 is shown in Attachment B as Schedule C of the Contract of Employment.

In determining the base salary of \$110,000 the following factors were taken into consideration:

- i      There has been a reduction in the function of the three present Directors and spread across seven Functional Units.

The recommended base figure reflects the reduction but also acknowledges the enhanced strategic role required in the new positions.

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- ii To ascertain an appropriate remuneration level for the positions, reference was made to the current 2001 National and State salary surveys subscribed to by Council.

Although there are no exact similar positions within the surveys, significant similarities exist to enable a determination to be made based on the surveys. The base salary of \$110,000 is within the upper quartile of similar position and sets a fair and market competitive remuneration level for executive managers in a local authority the size and complexity of Gosford City Council.

### **Current Directors Positions**

Agreement has been reached in principle with Council's three existing Directors for their appointment to three of the new Functional Unit Head positions being:

➤ Development and Health	Mr John Murray
➤ Finance and Corporate Services	Mr Chris Gallagher
➤ Engineering Operations	Mr Stephen Glen

Their appointment period is to coincide with their existing contracts with the following expiry dates:

➤ Mr John Murray	31 December 2003
➤ Mr Chris Gallagher	31 December 2003
➤ Mr Stephen Glen	27 February 2005

The current Directors when appointed to an appropriate Functional Managers position would maintain their current remuneration package value contained in Schedule C of their current Contract of Employment. On present figures the differential is approximately \$8,000 per annum between the current and newly appointed Directors.

At completion of these contracts the base salary will revert to the general rate of remuneration that applies at that time to the other Directors.

### **Rationalisation of Management Positions**

The review of the management positions below the level of Functional Unit Manager will result in some rationalisation of management positions at the existing level of Business and Service Unit Managers. The rationalisation will provide short and long term cost offsets via redeployment into lower classified positions, expiration of current contracts and redundancies.

### **Period of Contracts**

Under Chapter 11 338(2) of the Local Government Act the terms of contracts must be not less than twelve months or more than five years. To facilitate implementation of the recommendations of the report it is expected that contract terms for the Functional Unit Managers be not less than three (3) years.

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**Job Descriptions – Managers**

KPMG's representative will commence reviewing Managers' positions below the Directors and this is scheduled to commence once the Functional Unit Head Managers' position descriptions are endorsed.

**Financial Impact**

The appointment of seven Functional Unit Head Managers will have an initial net financial impact of a \$405,000 increase in the Budget with a further reduction once the current Directors contracts expire and they revert to the rate applying to the positions determined by the job evaluation process.

THE STRATEGY/POLICY FORUM RECOMMENDS that:

- A The Job Descriptions and position titles shown in Attachment A be adopted.
- B A base salary of \$110,000 per annum and the breakdown of the value of the remuneration package shown in Attachment B be adopted.
- C The existing Directors maintain their current remuneration package value until expiration of their employment contracts and the base salary reverts to the general rate of remuneration that applies at the time to the other Directors.
- D The contract period for Functional Unit Managers be four (4) years.

## ATTACHMENT A TO SF.022

<b>GOSFORD CITY COUNCIL</b>
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<b>JOB DESCRIPTION</b>
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POSITION TITLE:	Director Water and Sewerage
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Functional Area:	Water and Sewerage
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Unit:	
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Name of Position Holder:	Initials:
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Signature:	
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POSITION TITLE OF SUPERVISOR: General Manager
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Name of Supervisor: Wilson	Initials: P.
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Signature:	
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GENERAL MANAGER OR DELEGATE
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Signature:	
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Date Position Document Approved:	/ /
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Office Use Only
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Job Number:
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Classification:
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**ATTACHMENT A TO SF.022 CONTD****PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing asset provision, plant, financial strategy reporting and regulatory services which provide the community with high quality water and sewerage services that reflect recognised standards and delivered in an environmentally sustainable manner.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
- 6 Manage the implementation of the directorate's continuous improvement initiatives
- 7 As a member of the executive team, guide the direction and overall management of the organisation

**ORGANISATIONAL CONTEXT**

Gosford City Council is one of NSW's largest councils covering an area of 1,028sq.kms with an estimated population of 158,000. Council manages an annual income of over \$220 m. with an annual expenditure over \$200 m.

The Council, comprising ten Councillors, is responsible for the protection and improvement of the quality and standard of living in Gosford City. Council's Charter, under the NSW Local Government Act, is to properly manage, develop, protect, restore and conserve the environment of Gosford City in a manner that is consistent with and promotes the principles of ecologically sustainable development.

Council endeavours to satisfy the needs of both residents and visitors and anticipate their further requirements through the planning and implementation of physical and community development programs. These programs offer a wide range of physical, social, environmental and cultural services and facilities.

Gosford's Vision is to build an excellent quality of life based upon minimum population growth, ecologically sustainable development, the provision and maintenance of effective services and the creation of new employment opportunities.

## ATTACHMENT A TO SF.022 CONTD

Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
- *Tourism* - to encourage the development of a quality tourism industry incorporating diverse accommodation activities and services compatible with the sensitive local environment.
- *Transport* - to encourage an efficient transport network including alternative modes of transport.

For its citizens and customers, Gosford City Council is committed to being accessible, flexible and responsive, apparent and transparent in its processes and committed to providing accurate information and adequate consultation while striving for excellence.

For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

**ATTACHMENT A TO SF.022 CONTD**

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Water and Sewerage area comprises the following units providing a range of services as listed:

- Plant
  - Sewerage Treatment Plants
  - Water and Sewerage Reticulation
  - Electrical and Mechanical Services
  - Bulk Water
- Asset Provision
- Regulatory Services
- Finance Strategy Reporting

**REPORTING RELATIONSHIPS****Position Title of Supervisor**

General Manager

**Position Titles Also Reporting To Supervisor**

Director - Engineering Operations  
Director - Environmental Planning  
Director - Development and Health  
Director -Community Services  
Director - Corporate Development  
Director - Finance and Corporate Services

**ATTACHMENT A TO SF.022 CONTD****Positions Reporting To This Position**

Manager Plant  
Manager Asset Provision  
Manager Regulatory Services  
Finance Strategy Officer

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 161 - 300 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$75m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget and shares responsibility for raising non standard revenue.

**Contracts and Contractors:** The position holder is not required to supervise contractors and has no contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities across a major function or a number of departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires critical planning since modification would be extremely difficult and costly for the organisation.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**CHALLENGES**

The position is challenged by the need to assess and analyse complex organisational issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant corporate issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

**ATTACHMENT A TO SF.022 CONTD**

Other challenges of this position include:

- Identifying opportunities for potential savings and better resource utilisation while at the same time meeting recognised, high quality standards for the delivery of water and sewerage service in an environmentally sustainable manner
- Fostering a climate of support for customer service and continuous improvement

**CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

**QUALIFICATIONS AND EXPERIENCE****Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

**Knowledge**

The position requires excellent knowledge of:

- Water and sewerage principles, practices and standards including water quality, water and sewerage testing and treatment, pump station operations
- Regulatory pricing policies
- Organisational Management
- Contemporary Management Principles and Practices

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Excellent skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of water and sewerage services
- Implementation of EEO policies



## ATTACHMENT A TO SF.022 CONTD

**PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing financial management, information management and technology and corporate support services including fleet, stores and supplies, property, contract management, legal and grants administration to support the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
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Council endeavours to satisfy the needs of both residents and visitors and anticipate their further requirements through the planning and implementation of physical and community development programs. These programs offer a wide range of physical, social, environmental and cultural services and facilities.

Gosford's Vision is to build an excellent quality of life based upon minimum population growth, ecologically sustainable development, the provision and maintenance of effective services and the creation of new employment opportunities.

## ATTACHMENT A TO SF.022 CONTD

Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
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For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

**ATTACHMENT A TO SF.022 CONTD**

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Finance and Corporate Services area comprises the following units providing a range of services as listed:

- Finance
  - Financial Accounting
  - Management Accounting
- Grants Administration
- Fleet, Stores and Supplies
- Legal
- Contract Management
- Property
- Information Management and Technology
  - Records Management
  - GIS
  - IT
  - IT Projects

**REPORTING RELATIONSHIPS****Position Title of Supervisor**

General Manager

**ATTACHMENT A TO SF.022 CONTD****Position Titles Also Reporting To Supervisor**

Director - Engineering Operations  
Director - Environmental Planning  
Director - Development and Health  
Director -Community Services  
Director - Corporate Development  
Director - Water and Sewerage

**Positions Reporting To This Position**

Manager Finance  
Manager Fleets, Stores and Supplies  
Manager Information Management and Technology  
Legal Officer  
Grants Officer  
Contract Manager  
Property Officer

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 81 - 160 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$30m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget and has responsibility for raising non standard revenue.

**Contracts and Contractors:** The position holder is required to supervise contractors and has contract management responsibilities – Solicitors and Auditors

**DECISION MAKING**

Decisions made by the position holder affect the work and activities of all departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires critical planning since modification would be extremely difficult and costly for the organisation.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**ATTACHMENT A TO SF.022 CONTD****CHALLENGES**

The position is challenged by the need to assess and analyse complex organisational issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant corporate issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

Other challenges of this position include:

- Implementing financial and IM&T systems, policies, processes and procedures which meet Council's current and future needs, promote effective management practices, facilitate decision making and enhance transparency and accountability
- Identifying opportunities for potential savings and better resource utilisation
- Establishing and developing effective relationships between Council and a diverse range of stakeholders
- Fostering a climate of support for customer service and continuous improvement

**CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

**QUALIFICATIONS AND EXPERIENCE****Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

**Knowledge**

The position requires solid working knowledge of:

- Finance and accounting principles and practices
- Financial legislation
- Purchasing and supply practices
- Current trends in Information Management and Technology
- Organisational management
- Contemporary Management Principles/Practices

## ATTACHMENT A TO SF.022 CONTD

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Excellent skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of finance and corporate services
- Implementation of EEO policies

## ATTACHMENT A TO SF.022 CONTD

<b>GOSFORD CITY COUNCIL</b>
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<b>JOB DESCRIPTION</b>
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POSITION TITLE:	Director Environmental Planning
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Functional Area:	Environmental Planning
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Unit:	
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Name of Position Holder:	Initials:
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Signature:	
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POSITION TITLE OF SUPERVISOR: General Manager
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Name of Supervisor: Wilson	Initials: P.
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Signature:	
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GENERAL MANAGER OR DELEGATE
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Signature:
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Date Position Document Approved:	/ /
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Office Use Only
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Job Number:
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Classification:
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**ATTACHMENT A TO SF.022 CONTD****PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing environmental planning services which contribute to providing planning frameworks and policies that protect and enhance the natural, physical and social environment of Gosford balancing the needs of the community with the principles of sustainable development.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
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- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
- *Tourism* - to encourage the development of a quality tourism industry incorporating diverse accommodation activities and services compatible with the sensitive local environment.
- *Transport* - to encourage an efficient transport network including alternative modes of transport.

For its citizens and customers, Gosford City Council is committed to being accessible, flexible and responsive, apparent and transparent in its processes and committed to providing accurate information and adequate consultation while striving for excellence.

For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

## ATTACHMENT A TO SF.022 CONTD

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Environmental Planning area comprises the following units providing a range of services as listed:

- Environmental Policy and Promotion
- Environmental Planning
- Environmental Protection
- Natural Resources

## REPORTING RELATIONSHIPS

### Position Title of Supervisor

General Manager

### Position Titles Also Reporting To Supervisor

Director - Engineering Operations  
Director - Development and Health  
Director - Community Services  
Director - Finance and Corporate Services  
Director - Corporate Development  
Director - Water and Sewerage

**ATTACHMENT A TO SF.022 CONTD****Positions Reporting To This Position**

Manager Environmental Planning  
Manager Environmental Policy and Promotion  
Manager Environmental Protection  
Manager Natural Resources

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 21 - 30 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$25m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget but has no responsibilities for raising non standard revenue.

**Contracts and Contractors:** The position holder is not required to supervise contractors and has no contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities across a major function or a number of departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires significant planning to co-ordinate with various organisational units or multiple resources.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**CHALLENGES**

The position is challenged by the need to assess and analyse complex issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

## ATTACHMENT A TO SF.022 CONTD

Other challenges of this position include:

- Gaining broad support across Council and within the broader community for planning frameworks and policies which promote the principles of sustainable development while balancing the needs of the community
- Fostering a climate of support for customer service and continuous improvement

### **CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

### **QUALIFICATIONS AND EXPERIENCE**

#### **Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

#### **Knowledge**

The position requires extensive knowledge of:

- Environmental engineering
- Environmental legislation
- Biodiversity/Ecological sustainability
- Organisational Management
- Contemporary Management Principles and Practices

#### **Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Demonstrated skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills
- Policy Development

ATTACHMENT A TO SF.022 CONTD

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of environmental services
- Implementation of EEO policies

## ATTACHMENT A TO SF.022 CONTD

<b>GOSFORD CITY COUNCIL</b>
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<b>JOB DESCRIPTION</b>
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POSITION TITLE:	Director -Engineering Operations
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Functional Area:	Engineering Operations
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Unit:	
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Name of Position Holder: Signature:	Initials
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POSITION TITLE OF SUPERVISOR: General Manager
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Name of Supervisor: Wilson Signature:	Initials: P.
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GENERAL MANAGER OR DELEGATE
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Signature:
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Date Position Document Approved:	/ /
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Office Use Only
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Job Number:
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Classification:
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**ATTACHMENT A TO SF.022 CONTD****PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing asset maintenance advisory, design, construction operations, maintenance and mechanical workshop services to Gosford City Council to provide the community with well constructed, maintained and functional roads, drains, public building and associated engineering structures.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
- 6 Manage the implementation of the directorate's continuous improvement initiatives
- 7 As a member of the executive team, guide the direction and overall management of the organisation

**ORGANISATIONAL CONTEXT**

Gosford City Council is one of NSW's largest councils covering an area of 1,028sq.kms with an estimated population of 158,000. Council manages an annual income of over \$220 m. with an annual expenditure over \$200 m.

The Council, comprising ten Councillors, is responsible for the protection and improvement of the quality and standard of living in Gosford City. Council's Charter, under the NSW Local Government Act, is to properly manage, develop, protect, restore and conserve the environment of Gosford City in a manner that is consistent with and promotes the principles of ecologically sustainable development.

Council endeavours to satisfy the needs of both residents and visitors and anticipate their further requirements through the planning and implementation of physical and community development programs. These programs offer a wide range of physical, social, environmental and cultural services and facilities.

Gosford's Vision is to build an excellent quality of life based upon minimum population growth, ecologically sustainable development, the provision and maintenance of effective services and the creation of new employment opportunities.

## ATTACHMENT A TO SF.022 CONTD

Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
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- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
- *Tourism* - to encourage the development of a quality tourism industry incorporating diverse accommodation activities and services compatible with the sensitive local environment.
- *Transport* - to encourage an efficient transport network including alternative modes of transport.

For its citizens and customers, Gosford City Council is committed to being accessible, flexible and responsive, apparent and transparent in its processes and committed to providing accurate information and adequate consultation while striving for excellence.

For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

**ATTACHMENT A TO SF.022 CONTD**

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Engineering Operations area comprises the following units providing a range of services as listed:

- Asset Maintenance Advisory
- Design Services
- Construction Operations
- Maintenance
- Mechanical Workshops

**REPORTING RELATIONSHIPS****Position Title of Supervisor**

General Manager

**Position Titles Also Reporting To Supervisor**

Director - Corporate Development  
Director - Development and Health  
Director - Community Services  
Director - Finance and Corporate Services  
Director - Environmental planning  
Director - Water and Sewerage

**ATTACHMENT A TO SF.022 CONTD****Positions Reporting To This Position**

Manager Asset Maintenance Advisory  
Manager Construction Operations  
Manager Maintenance  
Manager Mechanical Workshops  
Design Services

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 161 - 300 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$50m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget but has no responsibilities for raising non standard revenue.

**Contracts and Contractors:** The position holder is not required to supervise contractors and has no contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities across a major function or a number of departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires significant planning to co-ordinate with various organisational units or multiple resources.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**CHALLENGES**

The position is challenged by the need to assess and analyse complex issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

**ATTACHMENT A TO SF.022 CONTD**

Other challenges of this position include:

- Managing a diverse range of staff geographically dispersed across Gosford City, ensuring high standards of work are maintained at all times and all assets are managed efficiently and effectively and all work completed within budget and timeframes
- Fostering a climate of support for continuous improvement and customer service within the directorate

**CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

**QUALIFICATIONS AND EXPERIENCE****Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

**Knowledge**

The position requires extensive knowledge of:

- Engineering principles, techniques and practices particularly in the area of civil engineering, roads construction and maintenance evaluation
- Organisational Management
- Contemporary Management Principles/Practices

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Demonstrated skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of engineering and maintenance operations
- Implementation of EEO policies

## ATTACHMENT A TO SF.022 CONTD

<b>GOSFORD CITY COUNCIL</b>
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<b>JOB DESCRIPTION</b>
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POSITION TITLE:	Director Development and Health
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Functional Area:	Development and Health
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Unit:	
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Name of Position Holder:	Initials:
Signature:	

POSITION TITLE OF SUPERVISOR: General Manager	
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Name of Supervisor: Wilson	Initials: P.
Signature:	

GENERAL MANAGER OR DELEGATE	
Signature:	
Date Position Document Approved:	/ /

Office Use Only
Job Number:
Classification:

## ATTACHMENT A TO SF.022 CONTD

**PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing health, planning and development services which ensure that Gosford City Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
- 6 Manage the implementation of the directorate's continuous improvement initiatives
- 7 As a member of the executive team, guide the direction and overall management of the organisation

**ORGANISATIONAL CONTEXT**

Gosford City Council is one of NSW's largest councils covering an area of 1,028sq.kms with an estimated population of 158,000. Council manages an annual income of over \$220 m. with an annual expenditure over \$200 m.

The Council, comprising ten Councillors, is responsible for the protection and improvement of the quality and standard of living in Gosford City. Council's Charter, under the NSW Local Government Act, is to properly manage, develop, protect, restore and conserve the environment of Gosford City in a manner that is consistent with and promotes the principles of ecologically sustainable development.

Council endeavours to satisfy the needs of both residents and visitors and anticipate their further requirements through the planning and implementation of physical and community development programs. These programs offer a wide range of physical, social, environmental and cultural services and facilities.

Gosford's Vision is to build an excellent quality of life based upon minimum population growth, ecologically sustainable development, the provision and maintenance of effective services and the creation of new employment opportunities.

## ATTACHMENT A TO SF.022 CONTD

Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
- *Tourism* - to encourage the development of a quality tourism industry incorporating diverse accommodation activities and services compatible with the sensitive local environment.
- *Transport* - to encourage an efficient transport network including alternative modes of transport.

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For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

**ATTACHMENT A TO SF.022 CONTD**

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Development and Health area comprises the following units providing a range of services as listed:

- Development Assessment Unit
- Planning and Development
- Health
  - Ranger Services
  - Environmental Health Services
  - Waste Management Services

**REPORTING RELATIONSHIPS****Position Title of Supervisor**

General Manager

**Position Titles Also Reporting To Supervisor**

Director - Engineering Operations  
Director - Environmental Planning  
Director - Community Services  
Director - Finance and Corporate Services  
Director - Corporate Development  
Director - Water and Sewerage

**ATTACHMENT A TO SF.022 CONTD****Positions Reporting To This Position**

Development Assessment Unit  
Manager Planning and Development  
Manager Health

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 90 - 120 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$25m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget but has no responsibilities for raising non standard revenue.

**Contracts and Contractors:** The position holder is required to supervise contractors and has contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities across a major function or a number of departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires significant planning to co-ordinate with various organisational units or multiple resources.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**CHALLENGES**

The position is challenged by the need to assess and analyse complex issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

**ATTACHMENT A TO SF.022 CONTD**

Other challenges of this position include:

- Gaining broad support across Council and within the broader community for balancing the principles of sustainable development with the development needs of the community and for maintaining a high standard of public health for the Gosford City
- Fostering a climate of support for customer service and continuous improvement

**CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

**QUALIFICATIONS AND EXPERIENCE****Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

**Knowledge**

The position requires extensive knowledge of:

- Environmental Planning/Assessment including Policy Development and Implementation
- Building legislation
- Organisational Management

Solid working knowledge of :

- Principles of town planning
- Health and building surveying
- Contemporary Management Principles/Practices

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Demonstrated skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

## ATTACHMENT A TO SF.022 CONTD

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of development and health services
- Implementation of EEO policies



**ATTACHMENT A TO SF.022 CONTD****PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing library, recreation, community and customer services, performance and visual arts facilities and services which meet the social, cultural and recreational needs of the community and contribute to enhancing the community's quality of life.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
- 6 Manage the implementation of the directorate's continuous improvement initiatives
- 7 As a member of the executive team, guide the direction and overall management of the organisation

**ORGANISATIONAL CONTEXT**

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Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
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- *Transport* - to encourage an efficient transport network including alternative modes of transport.

For its citizens and customers, Gosford City Council is committed to being accessible, flexible and responsive, apparent and transparent in its processes and committed to providing accurate information and adequate consultation while striving for excellence.

For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

For the Australian community, Gosford City Council is committed to providing equity for the community and being environmentally aware.

## ATTACHMENT A TO SF.022 CONTD

Organisationally, Council is made up of 7 major functional areas:

Water and Sewerage - providing the community with high quality water and sewerage services that reflect recognised standards and are delivered in an environmentally sustainable manner.

Environmental Planning - enhancing the natural, physical and social environment of Gosford balancing the needs of the community with the principle of sustainable development.

Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Community Services area comprises the following units providing a range of services as listed:

- Library Services
- Visual Arts
- Performing Arts
- Recreation Services
- Customer Services
- Community Services
  - Youth
  - Children's
  - Aged and Disabilities
  - Community Development

## REPORTING RELATIONSHIPS

### Position Title of Supervisor

General Manager

**ATTACHMENT A TO SF.022 CONTD****Position Titles Also Reporting To Supervisor**

Director - Engineering Operations  
Director - Environmental Planning  
Director - Development and Health  
Director - Finance and Corporate Services  
Director - Corporate Development  
Director - Water and Sewerage

**Positions Reporting To This Position**

Manager Library Services  
Manager Visual Arts  
Manager Performing Arts  
Manager Recreation Services  
Manager Customer Services  
Manager Community Services

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 81 - 160 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$20m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget and has shared responsibilities for raising non standard revenue.

**Contracts and Contractors:** The position holder is not required to supervise contractors and has no contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities across a major function or a number of departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires significant planning to co-ordinate with various organisational units or multiple resources.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**ATTACHMENT A TO SF.022 CONTD****CHALLENGES**

The position is challenged by the need to assess and analyse complex issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

Other challenges of this position include:

- Meeting the social, cultural and recreational needs of the community within available resources
- Establishing and developing effective relationships between Council and a diverse range of stakeholders
- Fostering a climate of support for customer service and continuous improvement

**CORPORATE RELATIONSHIPS**

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

**QUALIFICATIONS AND EXPERIENCE****Qualifications**

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

**Knowledge**

The position requires solid working knowledge of:

- Community development theory and practices
- Community program development and evaluation
- Organisational Management
- Contemporary Management Principles and Practices

## ATTACHMENT A TO SF.022 CONTD

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Demonstrated skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of community services
- Implementation of EEO policies

## ATTACHMENT A TO SF.022 CONTD

<b>GOSFORD CITY COUNCIL</b>
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<b>JOB DESCRIPTION</b>
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POSITION TITLE:	Director- Corporate Development
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Functional Area:	Corporate Development
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Unit:	
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Name of Position Holder: Signature:	Initials
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POSITION TITLE OF SUPERVISOR: General Manager
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Name of Supervisor: Wilson	Initials: P.
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Signature:	
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GENERAL MANAGER OR DELEGATE
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Signature:	
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Date Position Document Approved:	/ /
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Office Use Only
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Job Number:
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Classification:
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**ATTACHMENT A TO SF.022 CONTD****PURPOSE OF POSITION**

Lead and manage a multidisciplinary team responsible for providing strategic planning, corporate relations, organisation development, auditing and councillor support services to Gosford City Council. Through the provision of these service, this position plays a key role in working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

**KEY ACCOUNTABILITIES**

- 1 Lead and manage the directorate's human resources including workplace safety, training and development and EEO
- 2 Provide high level advice (written and verbal) to Council, the General Manager, management and staff and to customers and stakeholders
- 3 Plan and manage the directorate's finances and assets, and monitor and report on progress
- 4 Develop and implement the directorate's strategic plan and monitor and report on progress
- 5 Lead and manage the directorate's customer service initiatives including the development and implementation of a customer service plan
- 6 Manage the implementation of the directorate's continuous improvement initiatives
- 7 As a member of the executive team, guide the direction and overall management of the organisation

**ORGANISATIONAL CONTEXT**

Gosford City Council is one of NSW's largest councils covering an area of 1,028sq.kms with an estimated population of 158,000. Council manages an annual income of over \$220 m. with an annual expenditure over \$200 m.

The Council, comprising ten Councillors, is responsible for the protection and improvement of the quality and standard of living in Gosford City. Council's Charter, under the NSW Local Government Act, is to properly manage, develop, protect, restore and conserve the environment of Gosford City in a manner that is consistent with and promotes the principles of ecologically sustainable development.

Council endeavours to satisfy the needs of both residents and visitors and anticipate their further requirements through the planning and implementation of physical and community development programs. These programs offer a wide range of physical, social, environmental and cultural services and facilities.

Gosford's Vision is to build an excellent quality of life based upon minimum population growth, ecologically sustainable development, the provision and maintenance of effective services and the creation of new employment opportunities.

## ATTACHMENT A TO SF.022 CONTD

Council's Statements of Intent for achieving the City's vision are:

- *Employment Access* - to encourage employment and career opportunities which are supported by a diverse education system.
- *Community Facilities* - in co-operation with the community, other tiers of government and the private sector, establish multipurpose community facilities that are conveniently located and accessible to all.
- *Community Spirit* - to facilitate the growth of community spirit incorporating community pride, responsibility and a sense of identity.
- *Economic Development* - to encourage a diverse range of ecologically sustainable industries and services which generate employment in the region.
- *Information/Consultation/Communication* - to ensure open government by providing information services, effective consultation and communication with the community.
- *Infrastructure* - to undertake efficient and effective management of resources in the provision and maintenance of basic infrastructure (roads, drainage, water & sewerage, kerb and guttering, parks and community facilities etc).
- *Local Government* - to deliver services to the community in an efficient and effective manner and to maximise funding through close co-operation between the government, private sector and community. To encourage greater autonomy and recognition for Local Government.
- *Natural and Built Environment* - to ensure development is compatible with, and protective of, the natural and existing built environment. This is to be carried out on an ecologically sustainable basis, with particular emphasis on the conservation of our sensitive and unique natural and cultural environment.
- *Recreation and Leisure* - to provide a diverse range of local and regional recreational and leisure facilities accessible to all.
- *Safety* - to achieve a safe and secure environment for all.
- *Social Environment* - to develop an environment in which the social needs and expectations of the community are well catered for.
- *Tourism* - to encourage the development of a quality tourism industry incorporating diverse accommodation activities and services compatible with the sensitive local environment.
- *Transport* - to encourage an efficient transport network including alternative modes of transport.

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For its employees, Gosford City Council is committed to being co-operative and customer focussed and committed to providing an environment where staff are motivated, empowered, productive, valued and competent .

For its stakeholders, Gosford City Council is committed to balancing resources and expectations, to providing a clearly defined organisational structure, processes and framework, being competitive and improving - efficient, effective and innovative, being accountable for its actions, ethical in its dealings and applying a strategic approach to its planning.

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**ATTACHMENT A TO SF.022 CONTD**

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Community Services - meeting the social, cultural and recreational needs of the community and contributing to enhancing the community's quality of life.

Development and Health - ensuring that Council's development conforms to established standards and occurs within a sustained planning framework and that Gosford continues to maintain a high standard of public health.

Engineering Operations - providing the community with well constructed, maintained and functional roads, drains, public buildings and associated engineering structures.

Finance and Corporate Services - supporting the efficient and effective management of Council in the delivery of services to the community by providing systems, processes, management services and information to enable sound financial decision making and to promote accountability.

Corporate Development - working with the community to shape the long term direction of Council while involving staff in continuously improving Council's management practices.

The Corporate Development area comprises the following units providing a range of services as listed:

- Strategic Planning Unit
  - Strategic Planning
  - Community Consultation
- Corporate Relations Unit
  - Communications
  - Events
  - Marketing
  - Mayoral/Community Liaison
- Organisation Development Unit
  - Industrial Relations
  - Training and Development
  - Quality management
  - OH&S
  - Human resources Policy
- Councillor Support Unit

**REPORTING RELATIONSHIPS****Position Title of Supervisor**

General Manager

**ATTACHMENT A TO SF.022 CONTD****Position Titles Also Reporting To Supervisor**

Director - Engineering Operations  
Director - Development and Health  
Director - Community Services  
Director - Finance and Corporate Services  
Director - Environmental planning  
Director - Water and Sewerage

**Positions Reporting To This Position**

Manager Strategic Planning  
Manager Corporate Relation  
Manager Organisation Development  
Internal Auditor  
Councillor Support

**MANAGEMENT OF RESOURCES**

**Staffing:** This position directly supervises up to 6 staff and is responsible for indirectly supervising between 21 - 40 staff. The position holder is concerned with the direction and co-ordination of a department of Council.

**Budget:** This position controls expenditure which includes salary and non salary costs up to \$25m pa. The position holder develops a complete budget for a major functional area and controls expenditure within approved budget but has no responsibilities for raising non standard revenue.

**Contracts and Contractors:** The position holder is not required to supervise contractors and has no contract management responsibilities.

**DECISION MAKING**

Decisions made by the position holder affect the work and activities of all departments of Council. Knowledge of the structure, functions and processes of the whole organisation is required to competently complete the tasks required in the job.

Guidance is only available in the form of broad policy direction or legislative requirements. The position holder normally resolves issues without reference to the supervisor. The job requires significant planning to co-ordinate with various organisational units or multiple resources.

**JUDGEMENT AND PROBLEM SOLVING**

Problems are solved using research, analysis and evaluation of information which is not readily available. Judgement is important as there is no right or wrong solution. The position holder must make judgements or recommendations based on advanced analytical thinking or creative thought.

**CHALLENGES**

The position is challenged by the need to assess and analyse complex organisational issues. The position is also challenged by the need to deal with many stakeholders to resolve differing opinions in relation to responsibility for issues and to resolve difficulties and management conflicts.

ATTACHMENT A TO SF.022 CONTD

## ATTACHMENT A TO SF.022 CONTD

The position is challenged by the need to provide high quality advice to the General Manager and councillors on significant corporate issues within very short deadlines. The position is also challenged by the need to identify and resolve complications in relation to such matters.

A key challenge for the position will be the need to maintain effective working relationships with members of Council's Executive team and other senior managers. There will be a need for this position, in co-operation with these managers, to plan and monitor joint work activities as well as to determine and negotiate resources to enable the effective implementation of programs.

Other challenges of this position include:

- Gaining broad support across Council and within the broader community for strategic planning processes which will enable Gosford City Council to operate effectively in a rapidly changing environment and in a context of budget constraint.
- Promoting contemporary leadership and management best practice across all areas of Council.
- Fostering a climate of support for organisational and management review and audit processes, quality management and continuous improvement.

## CORPORATE RELATIONSHIPS

The position interacts on a regular basis with a wide and diverse range of stakeholders. It provides advice to councillors and at council meetings and committees. It provides or obtains information to members of courts, tribunals, members of parliament and the media. It also liaises, advises and negotiates internally with management at all levels and with staff, externally with members of the public, other government agencies, interest and community groups, professional/industry associations and individuals.

## QUALIFICATIONS AND EXPERIENCE

### Qualifications

Relevant tertiary qualifications are required and multiple or post graduate degree is desirable.

### Knowledge

The position requires extensive knowledge of:

- Public sector human resource management policies and practices preferably within the local government environment
- Industrial relations/employment legislation
- OH&S legislation/Rehabilitation
- Current management theory and practice
- Organisational Management/Development
- Public Risk Management
- Strategic Planning/Management Principles/Practices
- Economic Development Principles/Practices
- Corporate Relations

## ATTACHMENT A TO SF.022 CONTD

**Skills**

The following skills are essential for the position:

- Excellent negotiation skills
- Demonstrated skills in financial management
- Excellent written and verbal communication and interpersonal skills
- Highly developed research, analytical and problem solving skills including an ability to develop and implement innovative solutions
- Ability to think strategically
- Excellent project management and organisational skills

**Experience**

The position holder needs to have extensive experience in:

- Management at a senior level
- Leading multidisciplinary teams
- Management across a broad range of human resources, organisation development and strategic planning
- Implementation of EEO policies



## ATTACHMENT B TO SF.022

## ATTACHMENT B

## SCHEDULE C

## REMUNERATION SCHEDULE

The Director - remuneration shall be expressed in "Total Remuneration" terms as set out below and comprising 'core' and 'optional benefits' components.

**Core Benefits** shall comprise:

1	Base rate	110,000.00
2	Superannuation (14%)	15,400.00
3	Full private use of motor vehicle	3,322.00
4	Telephone rental and business calls	200.00
5	Fringe benefits tax payable by Council on (3)	5,746.00
	(4)	81.00
6	IMM Fees	300.00
<b>TOTAL</b>		<b>\$135,049.00</b>

## NOTES

A A motor vehicle shall be provided for full private use in accordance with Council's Private Use Car Policy provisions as applicable at the date of this Contract and such provisions shall apply for the term of said Contract.

B Superannuation shall be calculated on the basis of 14% of an employee's base salary.

This Schedule will be varied over the life of the Contract in accordance with the provisions of Clause 6 and at annual review.

This Schedule operates on and from the date of contract and remains in force unless varied in accordance with the provision of the Contract of Employment or by agreement in writing between the parties.

