

Agenda

Special Meeting

Thursday, 10 September 2020

commencing at 9:00am

Council Chambers, 1 Omrah Avenue, Caloundra

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1 DECLARATION OF OPENING

On establishing there is a quorum, the Chair will declare the meeting open.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE**3 INFORMING OF PERSONAL INTERESTS****3.1 MATERIAL PERSONAL INTEREST**

Pursuant to Section 175C of the *Local Government Act 2009*, a Councillor who has a material personal interest in an issue to be considered at a meeting of the local government, or any of its committees must –

- (a) inform the meeting of the Councillor's material personal interest in the matter and
- (b) leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on.

3.2 CONFLICT OF INTEREST / PERCEIVED CONFLICT OF INTEREST

Pursuant to Section 175E of the *Local Government Act 2009*, a Councillor who has a real or perceived conflict of interest in a matter to be considered at a meeting of the local government, or any of its committees, must inform the meeting about the councillor's personal interest the matter.

The other Councillors must then decide

- (a) whether the Councillor has a real conflict of interest or perceived conflict of interest in the matter and
- (b) if they decide the Councillor has a real conflict of interest or perceived conflict of interest in the matter
 - (i) whether the Councillor must leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on, or
 - (ii) that the Councillor may participate in the meeting in relation to the matter, including by voting on the matter.

4 REPORTS DIRECT TO COUNCIL**4.1 APPOINTMENT OF THE CHIEF EXECUTIVE OFFICER OF THE SUNSHINE COAST REGIONAL COUNCIL****File No:** Council Meetings**Author:** Chief of Staff
Office of the Chief Executive Officer**Attachments:** Att 1 - Chief Executive Officer - Position Profile 15
Att 2 - Chief Executive Officer - Competency Framework 21
Att 3 - Recommended Candidate - Curriculum Vitae (*Under Separate Cover*) - Confidential
Att 4 - Chief Executive Officer - Proposed Contract of Employment (*Under Separate Cover*) - Confidential

PURPOSE

This report proposes for Council's consideration, an appointment to the position of Chief Executive Officer of the Sunshine Coast Regional Council and the terms and conditions associated with that appointment.

Attachments 3 and 4 are confidential as they contain identifying information on the preferred candidate and the contractual arrangements associated with the employment of the preferred candidate, should the recommendations in this report be accepted. Should Council wish to discuss these confidential documents, it is recommended that Council close the meeting under section 275 (1) (a) and (e) of the *Local Government Regulation 2012* as **Attachments 3 and 4** relate to the appointment of an employee and a contract proposed to be made by Council. It is considered the privacy of the preferred candidate should be respected until such time as Council has made a decision on the appointment to this position.

The recommendations in this report provide for (subject to agreement by Council) the public release of the name of the preferred candidate if the appointment is approved. In addition, while the proposed contract of employment is considered confidential, the total value of the proposed remuneration package and the term of the proposed appointment are provided as public information in the body of this report.

EXECUTIVE SUMMARY

Following the resignation of Council's former Chief Executive Officer (CEO) and the election of the new Council, Councillors reviewed the requirements for the position of CEO and established a new Position Profile (see **Attachment 1**) and comprehensive process to recruit for this position.

Dean and Ling was selected through a Request for Quotation procurement process and engaged on 12 June 2020 to manage the executive search and assessment process to secure a new CEO for Council.

Advertising of the position commenced on 25 June 2020 including a print advertisement in the *Australian Financial Review* on 26 June and online advertisements on SEEK, LinkedIn, JobX, the Dean and Ling website and Council's website.

The sequence of applicant assessment processes conducted by Dean and Ling was as follows:

- 126 applications were received by Dean and Ling, of which 78% were male 22% were female.
- The Consultant assessed all applications and identified 11 candidates whom the Consultant considered to be the most highly ranked against the selection criteria.
- The Consultant also identified a secondary list of 19 candidates – these being candidates who did not meet the criteria for the role to the same extent as the other 11 highly ranked candidates.
- The remaining 96 candidates were assessed by the Consultant as not demonstrating the experience or skills required to meet the core criteria for the role and the expectations of Council.

A selection panel was established comprising:

- Mayor Mark Jamieson
- Deputy Mayor, Cr Rick Baberowski
- Cr Ted Hungerford
- Cr Maria Suarez
- Cr David Law
- Ms Carol Cashman, Chair of Regional Development Australia Sunshine Coast and former Brisbane City Councillor for 16 years and
- Ms Tamara O'Shea, former Interim Administrator of Logan City Council (2019-2020) and previously, Director-General of the Department of Local Government, Racing and Multicultural Affairs and the Department of National Parks, Sport and Racing. Ms O'Shea is also a resident of the Sunshine Coast.

The selection panel met on Monday, 20 July 2020 and received a full briefing from the Consultant on the applicant pool. The selection panel reviewed the 11 highest ranked candidates and the secondary list of 19 candidates as proposed by the Consultant. The selection panel met again on 24 July 2020, at which time it settled on a shortlist of seven candidates for interview on 30 July and 3 August 2020.

The selection panel conducted interviews with five candidates on 30 July and 3 August, with the other two shortlisted candidates having withdrawn from the process prior to interview for personal reasons unrelated to the role with Council.

Following the interviews, the selection panel assessed the candidates against the CEO Competency Framework (see **Attachment 2**) and identified three candidates to invite to participate in psychometric testing and to be the subject of referee reports. Following the completion of the psychometric tests and referee reports, the selection panel recommended all three candidates to all Councillors for further consideration.

Councillors met on 13 August 2020 and agreed to conduct interviews with the three recommended candidates. Interviews with the three candidates were conducted on 21 August and all Councillors met again on 27 August to identify a preferred candidate. Integrity/pre-employment checks (i.e. Australian Criminal History; Australian Federal Police; Qualifications; and Australian Bankruptcy searches) were subsequently obtained on the preferred candidate. The Curriculum Vitae of the preferred candidate is provided at Confidential **Attachment 3**.

It is proposed the preferred candidate be appointed for a term of five years from the date of commencement, with the option available to Council to re-appoint the CEO for a further term. Under the terms of the proposed contract of employment (Confidential **Attachment 4**), Council will need to determine in September 2025 whether to re-appoint the CEO for a further term, which is well after the conclusion of the 2024 local government caretaker period.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Appointment of the Chief Executive Officer of the Sunshine Coast Regional Council”
- (b) approve the appointment of the preferred candidate as the Chief Executive Officer of the Sunshine Coast Regional Council under section 194 (1) of the *Local Government Act 2009*
- (c) delegate authority to the Mayor to finalise and execute on behalf of Council, the proposed contract of employment associated with the appointment referred to in (b) above and
- (d) authorise the Mayor to make public, the name, qualifications and experience of the appointee to the position of Chief Executive Officer of the Sunshine Coast Regional Council, once the contract of employment has been executed by all parties.

FINANCE AND RESOURCING

The cost of the recruitment and selection process to fill the CEO position was \$61,953 (including GST). These costs were attributable to the contract for Dean and Ling and advertising of the position in *The Australian Financial Review*. These costs were met from the current year budget for the Office of the Chief Executive Officer.

The full year value of the total remuneration package (including salary, employer contributions to superannuation and motor vehicle arrangements) proposed for the CEO is \$485,000. The value of the total remuneration package is generally in line with comparable local government CEO remuneration packages in south east Queensland. The funding for the remuneration of the CEO is included in the budget for the Office of the Chief Executive Officer.

CORPORATE PLAN

Corporate Plan Goal: *An outstanding organisation*

Outcome: We serve our community by providing this great service

Operational Activity: S29 - Governance: providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.

CONSULTATION**Councillor Consultation**

All Councillors were consulted on the design of the recruitment and selection process, the composition of the selection panel and kept informed of the selection panel's progress with the process.

Mayor Jamieson, Deputy Mayor Cr Baberowski, Cr Hungerford, Cr Suarez and Cr Law were members of the selection panel.

All Councillors were involved in the assessment of the final three candidates and in determining the preferred candidate.

Internal Consultation

The Head of People and Culture Branch, the Head of the Business Innovation Branch (responsible for Council's Procurement Policy) and the Coordinator, CEO Governance and

Operations conducted the Request for Quotation process to select the executive recruitment agency to manage the recruitment and selection for this position.

The development of the proposed Contract of Employment for the CEO (see Confidential **Attachment 4**) was undertaken in conjunction with the Head of People and Culture Branch.

No other internal consultation was considered appropriate for a recruitment and selection process of this nature.

External Consultation

Beyond the sourcing of confidential referee reports on candidates and the conduct of pre-employment/integrity searches, no other external consultation was undertaken in relation to this appointment.

Community Engagement

Not appropriate given the confidential nature of executive recruitment and selection exercises.

PROPOSAL

Following the resignation of Council's former CEO and the election of the new Council, Councillors reviewed the requirements for the position of CEO and established a new Position Profile (see **Attachment 1**) and comprehensive process to recruit for this position.

The Position Profile establishes:

- the Council's core expectations and priorities for the CEO and the person performing that role;
- the demonstrated qualifications and experience which Councillors believe are required to lead an organisation of the size and scale of Council; and
- the values that Councillors expect the CEO to champion, lead and embed within the culture and governance of the organisation and across the workplace.

The key elements of the recruitment process involved:

- Independent sourcing of the widest possible field of candidates by a suitably qualified and experienced executive recruitment agency;
- Initial screening of candidates by the executive recruitment agency to assess candidate suitability;
- A selection panel comprising a mix of Councillors and suitably experienced independent members to determine an initial shortlist and conduct assessments of candidates;
- Referee and other screening techniques, including psychometric testing, for the final shortlisted candidates prior to recommendation to Councillors for further assessment;
- Assessment and interviews by all Councillors of the final shortlisted candidates; and
- Pre-employment/integrity searches on the preferred candidate.

Recruitment Process

To facilitate a robust executive search strategy and recruitment process, a Request for Quotation (RFQ) was conducted in late May, overseen by an assessment panel comprising Council's Head of People and Culture Branch (Chair), the Head of the Business Innovation Branch (responsible for Council's Procurement Policy) and the Coordinator, CEO Governance and Operations. Ten agencies, including organisations based on the Sunshine Coast, were invited to respond to the RFQ. From this process, Dean and Ling was selected and engaged on 12 June 2020 to manage the executive search and assessment process to secure a new CEO for Council.

Advertising of the position commenced on 25 June 2020 including a print advertisement in the *Australian Financial Review* on 26 June and online advertisements on SEEK, LinkedIn, JobX, the Dean and Ling website and Council's website.

The sequence of applicant assessment processes conducted by Dean and Ling to arrive at a cohort of suitably qualified and experienced candidates involved:

- 126 applications were received by the Consultant, of which 78% were male 22% were female.
- The Consultant assessed all applications and identified 11 candidates whom the Consultant considered to be the most highly ranked against the selection criteria.
- The Consultant also identified a secondary list of 19 candidates – these being candidates who did not meet the criteria for the role to the same extent as the other 11 highly ranked candidates.
- The remaining 96 candidates were assessed by the Consultant as not demonstrating the experience or skills required to meet the criteria for the role and the expectations of Council.

To review the recommendations of the Consultant and determine an initial shortlist of suitable candidates for interview, a selection panel was established comprising:

- Mayor Mark Jamieson
- Deputy Mayor, Cr Rick Baberowski
- Cr Ted Hungerford
- Cr Maria Suarez
- Cr David Law
- Ms Carol Cashman, Chair of Regional Development Australia Sunshine Coast and former Brisbane City Councillor for 16 years and
- Ms Tamara O'Shea, former Interim Administrator of Logan City Council (2019-2020) and previously, Director-General of the Department of Local Government, Racing and Multicultural Affairs and the Department of National Parks, Sport and Racing. Ms O'Shea is also a resident of the Sunshine Coast.

The selection panel met on Monday, 20 July 2020 to receive a full briefing from the Consultant on the applicant pool. The selection panel members reviewed the 11 highest ranked candidates and the secondary list of 19 candidates as proposed by the Consultant. The selection panel met again on 24 July 2020, at which time it settled on a shortlist of seven candidates for interview. Interviews were scheduled for 30 July and 3 August 2020.

Selection Process

The selection panel conducted interviews with five candidates on 30 July and 3 August, with the other two shortlisted candidates having withdrawn from the process prior to interview for personal reasons unrelated to the role with Council.

The five interviewed candidates each participated in an interview of 90 minutes duration, which comprised a presentation on a subject area deemed an important role priority for the panel, followed by a series of questions related to the four key areas identified within the CEO Competency Framework (see **Attachment 2**), which was devised based on the requirements of the Position Profile. The four key domains of the Competency Framework that were utilised for the purpose of assessment by the selection panel were:

1. Strategy and Planning - Shaping the future
2. Leadership / Stakeholders - Cultivating relationships
3. Transformation - Delivering service quality
4. Finance and Governance - Activating operational and corporate excellence

Following the interviews, the selection panel identified three candidates who would be invited to participate in psychometric testing and to be the subject of referee reports. Following the completion of the psychometric tests and the provision of referee reports, the selection panel recommended all three candidates to all Councillors for further consideration.

Councillors met on 13 August 2020 to consider the recommendations of the selection panel. At that time, Councillors agreed to conduct interviews with the three recommended candidates on 21 August 2020.

The three recommended candidates were each required to participate in an interview with Councillors of two hours duration. Again, the candidates were required to deliver a presentation on a subject area deemed a high priority to the Councillors (but a different subject to that which was required for the interview with the selection panel). The balance of each interview involved a series of questions and areas for discussion, in order to enable Councillors to gain an understanding of the suitability of candidates for the role of CEO.

Councillors met again on 27 August 2020 to discuss the outcomes of the interviews and to identify a preferred candidate. Integrity/pre-employment checks (i.e. Australian Criminal History; Australian Federal Police; Qualifications; and Australian Bankruptcy searches) were subsequently obtained on the preferred candidate. The Curriculum Vitae of the preferred candidate is provided at Confidential **Attachment 3**.

Terms and conditions of employment

A new Contract of Employment has been drafted for the CEO position, incorporating best practice elements from employment contracts with the State and other local governments as well as the expectations of Councillors. The proposed contract of employment is at Confidential **Attachment 4**.

It is proposed the preferred candidate be appointed for a term of five years from the date of commencement, with the contract providing the option to Council to re-appoint the CEO for a further term. Under the terms of the proposed contract of employment, Council will need to determine in September 2025 whether to re-appoint the CEO for a further term, which is well after the conclusion of the 2024 local government caretaker period.

Taking into account comparability with other local government CEO remuneration packages in south east Queensland, Councillors agreed the total value of the remuneration package for the preferred candidate would be \$485,000. The total remuneration package includes annual salary, employer contributions to superannuation and motor vehicle arrangements.

Legal

Council is required under section 194 (1) of the *Local Government Act 2009* ("the Act") to appoint a qualified person to be its CEO.

Under section 194 (3) of the Act, a person who is appointed as the CEO must enter into a written contract of employment with the local government.

Under section 194 (4) of the Act, the contract of employment must provide for:

- a) the CEO to meet performance standards set by the local government; and
- b) the CEO's conditions of employment (including remuneration).

The recommendations in this report and the proposed contract of employment satisfy the statutory requirements referenced above.

Policy

There are no significant policy issues associated with the recommendations posed in this report. Council policies in relation to recruitment and selection have been observed in the process adopted for filling this role.

Risk

There are no discernible, significant risks associated with the recommendations in this report. The preferred candidate has been selected through a process which involved eight different elements, which included formal application, three separate interviews, psychometric testing, referee reports and pre-employment and integrity searches.

Previous Council Resolution

There are no previous Council resolutions in relation to this recruitment and selection process.

Related Documentation

- Chief Executive Officer Position Profile
- Position advertisement
- Dean and Ling Candidate Summary (20 July 2020)
- Preferred Candidate – Curriculum Vitae and application
- Psychometric Testing Results for the preferred candidate
- Referee reports (3) for the preferred candidate
- Pre-employment search results for the preferred candidate
- Proposed Contract of Employment

All documentation generated throughout the recruitment and selection process will be securely filed with Council's People and Culture Branch and appropriately archived in due course.

Critical Dates

Given the recruitment and selection process commenced on 12 June 2020 following the appointment of Dean and Ling, there is a high level of expectation by Council staff and members of the community that an appointment to the CEO role will be finalised in a timely manner. Subject to Council agreeing to the recommendations in this report, the recruitment and selection process will have been completed in just under three months from the date of appointment of the executive recruitment agency.

Implementation

Subject to Council's acceptance of the recommendations in this report, it is proposed that the Mayor will:

- execute the proposed Contract of Employment; and
- announce the appointment to the CEO role.



Position Profile

Chief Executive Officer

About Council

The Sunshine Coast Council is one of the largest local governments in Australia – serving a community of more than 300,000 residents across an area of approximately 2,291 square kilometres.

Sunshine Coast Council aims to be a public sector leader and an employer of choice. We value the diversity of skills and experience that people bring to the organisation and which they deploy in servicing the community on a daily basis. With a workforce of over 1800 people, our employees’ passion and commitment to the region and their willingness to go above and beyond, coupled with a great place to work, is what sets the Sunshine Coast Council apart in local government.



Our Values

Everything council does is underpinned by its values which define the culture of the organisation and the behaviours that shape our interaction with the community and each other.

Respect for each other in our working relationships

Being our best by continuing to learn, grow, challenge and change

Working as one team across the organisation and with our community

High standards in our conduct, service and governance

Service excellence for our customers and each other

Our Corporate Plan Goals

1. **A Strong Community** – Together we thrive - In all our communities, people are included, treated with respect and opportunities are available to all.
2. **A Healthy Environment** - Maintaining and enhancing the region's natural assets, liveability and environmental credentials.
3. **A Smart Economy** - A prosperous, high-value economy of choice for business, investment and employment.
4. **Service Excellence** - Positive experiences for our customers, great services to our community.
5. **An Outstanding Organisation** - A high performing, innovative and customer-focused organisation marked by great people, good governance and regional leadership.

Position Summary

Position title	Chief Executive Officer		
Position number			
Reports to	The role reports to the Mayor and is accountable to the Sunshine Coast Council		
Position type	Term Contract for up to five years		
Department	Mayor & CEO Group		
Team	Office of the CEO		
Employment area	Sunshine Coast	Current Location	Various
Team leadership/ supervision	Oversees an Executive Leadership Team of nine executives – Five Group Executives; the Executive Manager, Office of the CEO; Chief Strategy Officer, Director, Major Projects and Strategic Property; and the Chief of Staff.		
Internal liaison	Mayor, Councillors, Executive Leadership Team and other employees.		
External liaison	Federal and State Government Departments and chief and senior executives; other Local Governments; Local, State and National Industry Bodies and Community Advocacy Groups; and community members.		
Delegations	The CEO is the accountable officer and operates in line with Council's Delegations of Authority relating to financial, administrative, human resource management, Workplace Health and Safety and environmental management responsibilities.		
Date last reviewed	01 May 2020		

Leadership at Sunshine Coast Council

The CEO sets the standards of conduct and behaviour and leads the organisation in providing a productive, effective, results-oriented, safe and collaborative work environment - with clear expectations for role-modelling the performance standards, values, behaviours and attitudes that are integral to our work place culture and to our reputation as an outstanding organisation. The CEO is expected to model and represent the ethos and objectives of the "SCC Leadership Charter" which forms part of the Employment Contract and Performance Plan and Review Documentation for every leadership position within the organisation. In summary, the Charter has the following focus areas:

- **Inspirational Leadership** – exemplifying behaviours at personal, people and organisation levels that engage, motivate and inspire employees
- **Quality Relationships** - committing to professional, collaborative relationships with the Council, Executive Leadership Team and colleagues across the organisation
- **Productive Partnerships** – building productive working connections with key government, community and business stakeholders
- **Customer Service** – leading the delivery of positive experiences for our customers (internal and external) and great services for our community
- **Performance Excellence** - driving organisational and operational performance to deliver better outcomes for the region and its many, diverse communities
- **Key Assignments** – delivering on significant council projects and corporate responsibilities as directed by the Council.

Key Responsibilities

Inspirational Leadership

Exemplify behaviours that engage, motivate and inspire employees, to ensure a constructive high performing organisational culture which underpins an outstanding organisation.

- Provide insightful and inspiring leadership of the organisation and model behaviours and actions that support and showcase the organisation's values and encourage others to do likewise.
- Drive and model workplace culture and leadership practices that build a productive, results-oriented and collaborative working environment with a focus on performance, capability development and personal accountability.
- Translate the organisation's strategy agenda into key initiatives, projects and service delivery actions and create a shared understanding of what has to be achieved.
- Provide a clear sense of direction and unite operations across all levels of the organisation to deliver on the strategic objectives and directions of the Council as articulated in its Corporate Plan.

Quality Relationships

Committing to professional, collaborative relationships with the Council, Executive Leadership Team and colleagues across the organisation.

- Develop and maintain positive, collaborative and effective working relationships with the Mayor and Councillors, the Executive Leadership Team, Managers and staff across the organisation.
- Maintain open communication channels to ensure the Mayor and Councillors are appropriately informed of relevant issues, public reports and local and external events and supported to discharge their functions.
- Mentor, coach, support and guide Group Executives and other senior executives on the implementation of Council endorsed policy, strategy and programs, with an emphasis on achieving results for the organisation, its culture and the region

Productive Partnerships

Building productive working connections with key government, community and business stakeholders.

- Establish strong working relationships with State and Federal Government agencies and key private sector parties and community organisations to facilitate the progression and delivery of Council's approved infrastructure, policy and service priorities.
- Maintain productive and collaborative relationships with other local governments, and other key stakeholders to deliver strategic benefits for Council and the community.
- Undertake an active and visible leadership role in community activities and demonstrate a clear understanding of, and responsiveness to, the issues and interests of the Sunshine Coast community.
- Negotiate and resolve issues with State and Federal Government counterparts and agencies, plus business, industry and community stakeholders, as part of ongoing partnership, advocacy and engagement activities

Customer Service

Lead the delivery of positive experiences for our customers and great services for our community.

- Drive an organisation-wide commitment to customer service based on the inherent priority of creating a positive experience for customers.
- Ensure efficient and cost-effective delivery of Council's services throughout the Sunshine Coast region.
- Embed and promote a culture of service excellence and proactive community engagement in the interests of better informing the shape and delivery of Council services.

Performance Excellence

Drive organisational and operational performance to deliver better outcomes for the region and its many diverse communities.

- Champion and drive an integrated corporate performance framework and system that provides clarity and purpose for staff and the community in the delivery of Council's adopted corporate plan and priorities.
- Work with Council and the Executive Leadership Team to devise and embed an organisational culture and operating environment that respects all employees, fosters talent and innovation, provides a safe workplace and is focussed on delivery and achieving outcomes for Council and the community.
- Drive a strong project management and corporate governance reform agenda that seeks to ensure Council is accountable for its decisions and sets new benchmarks for the delivery of regional initiatives and solutions commensurate with Council's community, environment, economic and corporate policy objectives for the region.
- Provide stewardship to the identification, nurturing and development of leadership potential within the organisation.
- Support a strong focus on workplace health and safety.

Key Assignments

Delivering on significant council projects and corporate responsibilities as directed by the Council.

- Prepare, submit to Council and implement an annual Operational Plan and annual budget that delivers on Council's strategic priorities and addresses identified community needs.
- Work to maintain Council's strong financial sustainability rating and ensure that Council achieves an unmodified audit opinion from the Queensland Audit Office each year.
- Ensure the organisation operates within Council's adopted Budget including the provision of structures and systems to ensure appropriate management and maintenance of Council's assets and delivery of its adopted annual capital works program.
- Ensure Council's statutory and legal obligations are met and all statutory and other reporting obligations are satisfied.
- Inform and support the activities of Council via the provision of advice and information relating to relevant legislative and policy frameworks.
- Support the integrity of Council's decision making and good corporate governance practices through the formulation, promotion and implementation of contemporary protocols, policy, systems and processes.
- Ensure Council's decisions, policy directions, programs and priorities are implemented through the effective, efficient and appropriate use of Council resources.
- Proactively communicate the organisations achievements, successes and service delivery arrangements to both internal and external parties.
- Maintain a rigorous and contemporary and project management approach and resource discipline to the delivery of major regional projects and ensure progress is proactively monitored and reported to Council.
- Guide and shape the analysis, development, management and implementation of Council's key regional strategies consistent with achieving Council's policy intentions and aspirations.
- Represent Council's interests and lead Council's participation in a range of state-wide and regional initiatives that involve the Sunshine Coast Council.
- Ensure personal safety and the safety of others and actively participating in all health & safety training and consultation.
- Such other relevant duties as required from time to time by Council which would generally fall within the scope of this position. Further details on the role of the Chief Executive Officer are prescribed in section 13 of the *Local Government Act 2009*.

Key Requirements

Mandatory Requirements / Experience

- Outstanding contemporary leadership skills at chief executive level, with the demonstrated ability to build a strong, productive and collaborative workplace culture, attitudes and behaviours.
- Proven exceptional analytical capacity and decisiveness, with extensive demonstrated experience in developing innovative approaches to the development of strategies, policies, plans and major projects to achieve regional and corporate priorities and aspirations.
- Demonstrated experience in leading and focussing an organisation of the size, scope, circumstances, complexity and diversity as the Sunshine Coast Council.
- Outstanding integrity and professionalism with a demonstrated commitment to ensuring the public interest is paramount and all work colleagues are respected.
- Demonstrated exceptional interpersonal and communication skills, with particular emphasis in the areas of consultation, advocacy, negotiation, conflict resolution influencing and assertiveness in order to resolve issues and achieve results.
- Proven track record of success in the oversight and delivery of major strategies and large scale infrastructure initiatives to effect economic, social and environmental policy outcomes.
- Comprehensive awareness and understanding of emerging policy issues that impact on the Queensland local government system generally and on Sunshine Coast Council priorities.
- Demonstrated understanding of the *Local Government Act 2009* (Qld), *Local Government Regulation 2012* and the *Planning Act 2016* (Qld).
- Relevant tertiary/professional qualifications and demonstrated experience in chief executive roles in a large public sector organisation.
- Ongoing commitment to learning and development at both a personal and professional level.

Corporate Requirements

- Commitment to the agreed Sunshine Coast Council values, behaviours and culture
 - Compliance and adherence to Code of Conduct
 - Participation in Performance Review and Planning
 - Availability to work across council work locations
 - Commitment to the Work Safe: Live Well 7 Safety Essentials
 - Be fit for work
 - Look after yourself and others
 - Manage risk - if it's not safe don't do it
 - Follow procedures and instructions
 - Check all plant & equipment and be competent in its use
 - Use and maintain correct PPE
 - Report all hazards, incidents and near misses.
-



DEAN & LING
executive

Sunshine Coast Council - CEO Competency Framework

Personal qualities



Brisbane | Sydney | Melbourne

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CEO Leadership Capabilities and Behaviours

The future CEO needs to be able to operate in a system facing both opportunities and challenges, some of which will increase in the coming years as the region seeks to recover from the impacts of the COVID-19 pandemic.

Council needs a CEO who can confidently and effectively meet service delivery expectations while maintaining a strategic focus on Council's priorities for the future of the Sunshine Coast.



The CEO will need to empower and mobilise diverse stakeholders and teams, create the conditions for collaborative effort, and strive for excellence and high performance within a complex operating environment.



The CEO will need to have mastered a set of capabilities and demonstrate behaviours in four key domains:

1. Strategy and Planning - Shaping the future
2. Leadership / Stakeholders - Cultivating relationships
3. Transformation - Delivering service quality
4. Finance and Governance - Activating operational and corporate excellence

Each domain includes behavioural descriptors that each candidate needs to exhibit.

The domains

Domain	Behavioural competencies
<p>Strategy & Planning - Shaping the future</p> 	<ul style="list-style-type: none"> • Shapes, articulates, inspires and mobilises others around Council's shared vision for the future • Makes decisions in the context of uncertainty and ambiguity and builds adaptive capability in self and others • Applies political nous to strategy and communications • Thinks strategically and flexibly, challenges the status quo and fosters innovation • Encourages dialogue and engagement in decision making
<p>Leadership / Stakeholders - Cultivating relationships</p> 	<ul style="list-style-type: none"> • Builds trust and creates a climate of openness and collaboration • Creates connections, cultivates and maintains broad and active networks and builds external partnerships • Acts proactively and thinks strategically in anticipating organisational needs, recognising the wider business environment and dynamics. • Fosters diverse relationships across the organisation and the community. • Accepts responsibility and accountability and seeks and values honest feedback

Domain	Behavioural competencies
	<ul style="list-style-type: none"> • Gives meaningful, concise and timely feedback that supports growth • Builds self-efficacy in others and gives credit where credit is due • Values all contributions, navigates interpersonal conflicts and seeks out diverse perspectives • Promotes integrity, a spirit of cooperation and interdependency, fosters mutual respect, and shows genuine concern and regard for others (influences a positive internal culture) • Attracts and develops highly talented people
<p>Transformation - Delivering service quality</p> 	<ul style="list-style-type: none"> • Influences a safe and collaborative culture and creates opportunities to deliver system-wide change • Puts customer needs at the heart of decision making, and challenges decisions that are not based on customer needs • Constructs partnerships to enable new models for service delivery • Creates a climate of performance, service delivery and accountability • Commissions learning, research and development as integral elements to improve service delivery • Encourages others to share knowledge and improvement ideas through networking and collaboration • Diagnoses and tackles poor performance and facilitates high-performing teams as a vehicle to improve outcomes for Council • Sets and monitors quality and service delivery standards to encourage high-quality outcomes • Focuses the team on the needs of Council and the community, ensuring adherence to appropriate standards of quality and safety
<p>Finance and Governance - Activating operational excellence</p> 	<ul style="list-style-type: none"> • Sets clear goals and objectives, and aligns people, structures, systems and processes to support achievement of strategic priorities • Addresses competing priorities and focuses attention on the key priorities for delivery • Applies cross-functional acumen to operationalise the strategic picture, • Recognises excellence and celebrates successes, while managing pace and stress • Empowers others to make decisions, and promotes learning from mistakes

Domain	Behavioural competencies
	<ul style="list-style-type: none"><li data-bbox="703 349 1230 398">• Negotiates for and allocates finite resources and drives innovation to find efficiencies<li data-bbox="703 405 1182 454">• Uses risk management for the best interests of an organisation and its stakeholders.<li data-bbox="703 461 1214 510">• Monitors and applies relevant legislation, policies and procedures.

5 NEXT MEETING

Nil

6 MEETING CLOSURE