APPLICANT PACK

Chief Technology Officer

City of Gold Coast

Leading Roles
People ▶ Performance ▶ Partners

CITY OF
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Message from the CEO

Dear Candidate,

The City of Gold Coast is changing. A sweeping reform of our organisation is underway, representing the most significant changes to the City of Gold Coast since 1995.

At the heart of this transformation is our unwavering commitment to improving our services for the vibrant and diverse community of the Gold Coast. We recognise the evolving needs and aspirations of our residents, and it is our utmost priority to exceed their expectations by delivering innovative and efficient solutions.

To bring our vision to life, we have developed a new organisational structure that comprises seven distinct departments, each playing a crucial role in the framework of the new City of Gold Coast. These areas are:

- Invest Gold Coast
- Service Gold Coast
- Business Services
- Environment, Heritage and Resilience
- Strategy, People, and Performance
- Infrastructure Gold Coast
- Planning and Regulation

By joining City of Gold Coast as a leader, you will have the unique opportunity to contribute to the transformation of our beautiful city, ensuring a sustainable, prosperous, and inclusive future for all.
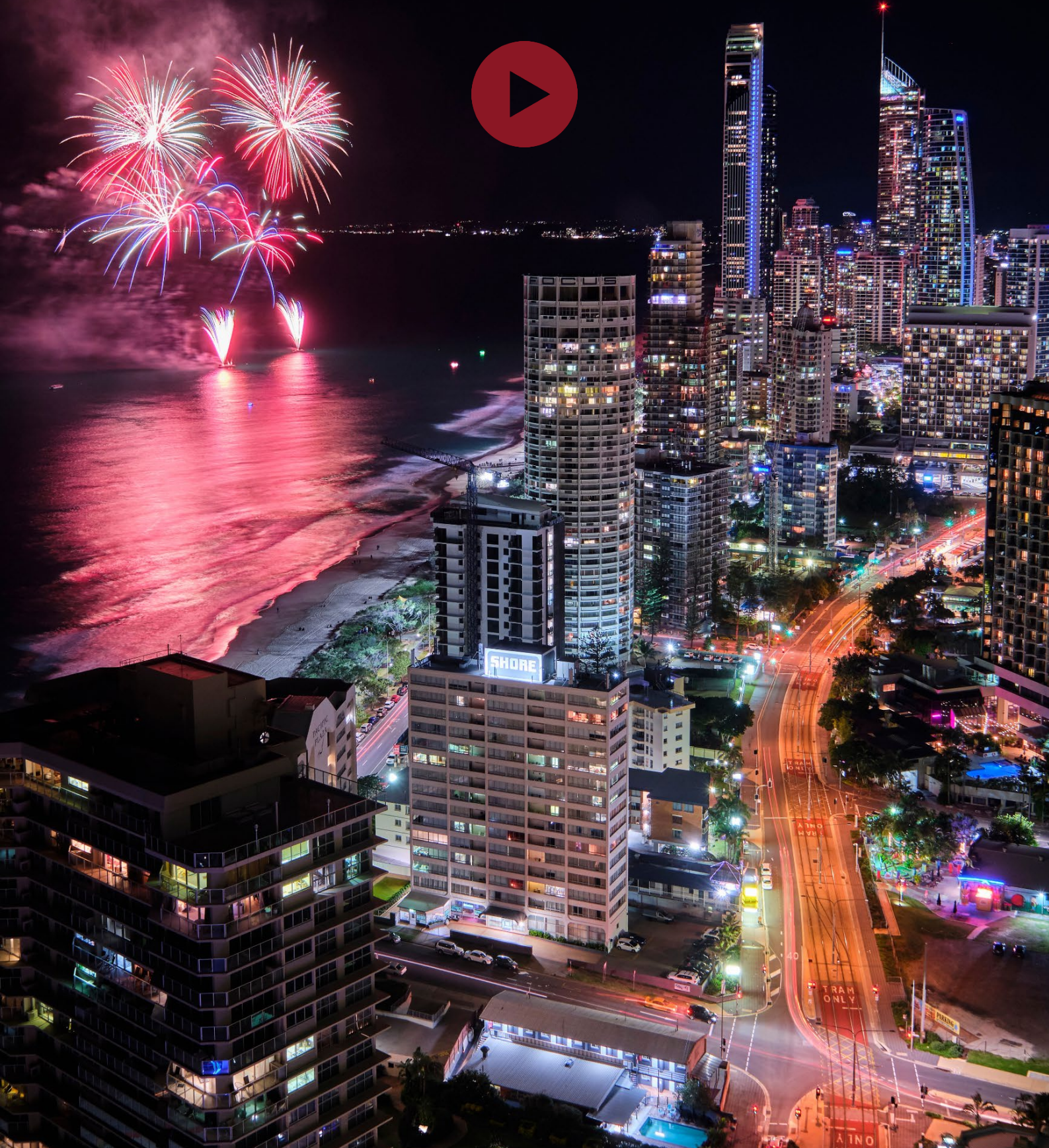
There has never been a better time to become a part of City of Gold Coast. We are on the cusp of something extraordinary, where your expertise, passion, and dedication can make a significant impact. Together, we can create a City of Gold Coast that sets new standards in service delivery, sustainability, and community engagement.

I invite you to explore the exciting career opportunities within the City. Let us embark on this remarkable journey together and shape the future of the Gold Coast.

Warm regards,
Tim Baker CEO, City of Gold Coast

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Tim Baker
Chief Executive Officer

Be part of shaping the future of the Gold Coast

Contents

We respectfully acknowledge the Traditional Owners, the Yugambeh language region of the Gold Coast, as the custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and to Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.

The Opportunity

Australia's Gold Coast, renowned for its tourism, business and events, offers one of the best lifestyles in the world. As a thriving city situated in Queensland's southeast corner, the Gold Coast boasts 57 Kilometres of stunning coastline and ranks as Australia's sixth-largest city. The City of Gold Coast, home to over 635 000 people, embraces diversity with almost one in three residents born overseas.

Under the visionary leadership of CEO Tim Baker, the City of Gold Coast has embarked on a transformative journey to revolutionise service delivery for the community. Central to this transformation is a newly designed, strategy-led organisational structure that includes seven distinct departments.

The City is now seeking an outstanding Chief Technology Officer (CTO) to provide executive leadership to the organisation's ICT functions and services.

POSITION OVERVIEW

The Chief Technology Officer will play a key role in the development, delivery and implementation of the integrated ICT Strategy.

Reporting to the Executive General Manager Business Services and leading a technical team of 203 staff, the CTO is responsible for ensuring the City provides ICT solutions and services that drive business-outcomes, maximise value for money and maintain utmost security.

Key Responsibilities

- Development and delivery of an integrated ICT Strategy.
- Providing leadership and direction across a continually emerging technically complex and diverse portfolio of information technology initiatives and priority strategies.
- Digital transformation through high-quality business technology, communications and information systems.
- Inspiring the direction and purpose of a high performing team.

Opportunities and Challenges

The primary objective of this role is to execute a significant transformation program, particularly focusing on ICT transformation and delivery with the goal of being the leading council in Australia.

Council is seeking to align the IT operating model with overarching organisational objectives, particularly linking technology to the broader organisational target operating model. There's an opportunity to optimise the operating model, considering factors such as delivery efficiency and resource allocation. There is also the opportunity to review the carefully balanced in-sourcing and out-sourcing models, optimising services to the community and organisation, while mitigating risk. The ideal candidate should have a strong background in delivery and the ability to demonstrate tangible results.

Key Priorities

- **ICT Strategy/Roadmap:** Develop and execute a comprehensive ICT strategy and roadmap aligned with the organisation's goals and objectives. This would involve outlining the technological direction of the organisation, prioritising initiatives and ensuring that the ICT infrastructure supports the overall business strategy.
- **Digital Transformation:** Drive the digital transformation agenda, leveraging technology to enhance operational efficiency, improve customer experiences and unlock new opportunities for growth and innovation across the organisation.
- **System Rationalisation and Road Mapping:** Oversee the rationalisation and road mapping of the organisation's numerous systems, particularly focusing on consolidating multiple HR systems and reducing other system duplications. This initiative aims to streamline operations, reduce complexity and realise significant cost savings.
- **Providing Leadership in a Complex Environment:** Offer strong leadership in navigating the complexities of the organisation's technology landscape. This includes guiding the team through digital transformation initiatives, addressing challenges and fostering innovation in response to changing market dynamics.

Stakeholder Engagement

Central to this role will be the ability to engage with a broad range of internal and external stakeholders. Internal stakeholders include the Executive Leadership Team (ELT), Mayor and Councillors, City Managers and the Audit and Risk Committee members.

External stakeholders include the general public, residents and rate payers, Federal and State Government Agencies, other local governments and boards, businesses and private enterprise, community groups, contractors and consultants.

Personal Attributes

The City of Gold Coast is actively seeking a CTO who excels in organisational leadership and change management while demonstrating strong values to foster positive work practices within the Branch and the wider organisation. Superior analytical skills and problem-solving skills will be required as well as a strategic, commercial mindset and the ability to execute a vision. Exceptional verbal and written communication skills are crucial for effective influence and collaboration among a diverse range of stakeholders in a highly complex environment. The City values honesty, transparency, reliability and a strong sense of personal accountability.

Workforce Leadership

The Chief Technology Officer will lead a team of 203 staff in the Chief Technology Office, supported by four direct reports. The branch is comprised of four business units, Foundation Technologies and Service Support, Enterprise Platforms, ICT Strategy and Portfolio and Telecommunications and Networks. The branch is responsible for the management, maintenance and utilisation of technological infrastructure, systems and data to support a digitally connected city.

In this role, you will provide coaching, leadership and mentoring to enhance the capabilities of the Council's ICT teams, fostering organisational success. Additionally, you'll have the opportunity to develop a robust workforce strategy, uplift staff capabilities and address recruitment challenges through effective succession planning and career development initiatives. Council seeks a leader who is hands-on when necessary, collaboratively seeking solutions while providing effective guidance. Moreover, a deep understanding of diversity and inclusion, particularly in advancing women in leadership roles, is essential alongside ensuring managerial accountability for results.

The Chief Technology Officer will focus on cultivating a high-performance team. Although possessing strong technical capabilities, the team is newly formed post an organisational restructure in late 2023. Emphasis will be placed on fostering collaboration and creating a cohesive team culture centred on shared objectives. This will involve assessing roles and responsibilities, providing support and developmental opportunities and potentially further reorganising the team for optimal performance.

Selection Criteria

This role offers a unique opportunity to lead transformational change, drive significant cost savings and contribute to the strategic direction of the organisation. If you are a proactive leader with a passion for driving innovation and achieving tangible results, we encourage you to apply and join this dynamic team

- Organisational leadership of a similar scale and complexity to this opportunity, including the development and delivery of an ICT Strategic Plan, business technology strategy, information security and risk management.
- Proven operational leadership of a large ICT Portfolio including budget management and the delivery of high-quality business technology, communications and information systems. Experience leading organisational transformation highly regarded.
- Working knowledge of statutory requirements relevant to local government including Work Health and Safety legislation.
- Superior analytical skills and problem-solving capability, outstanding communication and interpersonal skills including self-management and integrity.
- Bachelors Degree in Information Technology and or equivalent knowledge.

Join us in shaping the future of the City of Gold Coast and contributing to the well-being of our community.

Some links for further reading

Human Resources Director Magazine Employer of Choice Award

About City of Gold Coast

The City of Gold Coast is the second largest local government in Australia and serves a community of approximately 650,000 residents. The council employs around 4,500 staff and has an annual budget of $2.2 billion.


The City of Gold Coast is divided into fourteen (14) divisions and encompasses the entire Gold Coast region which stretches along the southeastern coast of Queensland. The region includes diverse communities such as Surfers Paradise, Broadbeach, Burleigh Heads, Coolangatta and many others.

The region is known for its vibrant tourism industry, beautiful beaches and a growing population, currently estimated at 647,824 residents (2022).

The City of Gold Coast covers an area of more than 1,400 square kilometres with commercial and urban development, over 55 kilometres of beaches, more than 270 kilometres of navigable waterways and a world heritage forest.

The City plays a crucial role in fostering economic growth and development in the region. It supports local businesses, promotes tourism, attracts investment, and works to create employment opportunities.
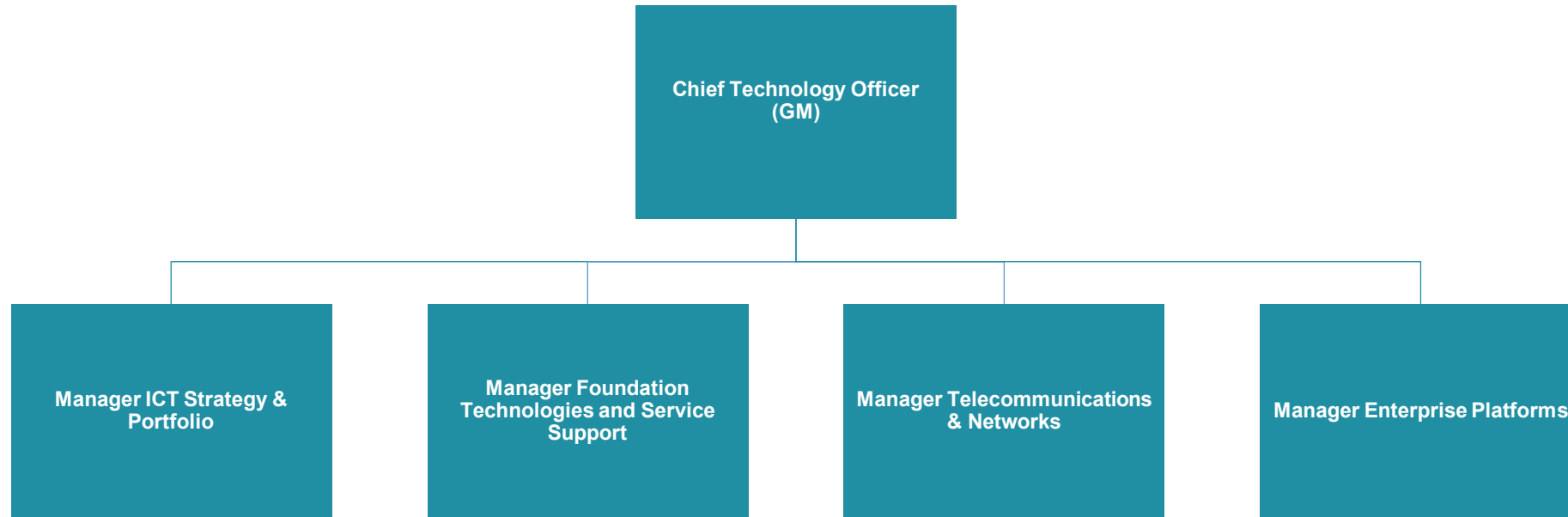
The Gold Coast has a diverse economy, with sectors such as tourism, hospitality, construction, education, health, and professional services playing significant roles.
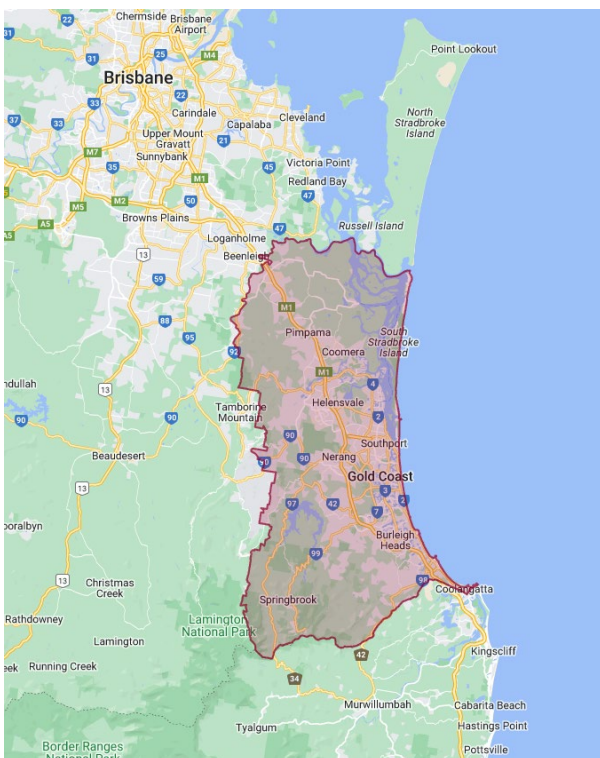
Links to Council Information

Chief Technology Officer Department Structure

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                    │ Chief Technology Officer │
                    │          (GM)            │
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Manager ICT Strategy & Portfolio	Manager Foundation Technologies and Service Support	Manager Telecommunications & Networks	Manager Enterprise Platforms

	Full Time	Part Time	Fixed-Term Full Time	Fixed-Term Part Time	FTE Totals
Chief Technology Office	156	2	39	0	203

Living in the Region

Housing

Housing on the Gold Coast is diverse, offering a range of options to accommodate the needs and preferences of its residents. Property prices can vary significantly depending on factors such as location, property type, size, and proximity to amenities. Beachfront and waterfront properties, as well as those in highly sought-after suburbs, tend to command higher prices.

Educational Facilities

The City of Gold Coast is well-serviced by both state and private school facilities, there are more than 100 schools throughout the region. For those wishing to further their education, there are three universities and several Queensland TAFE campuses along with other independent tertiary education facilities all located throughout the City of Gold Coast.

Healthcare

There are excellent medical facilities in the region with both public and private hospitals readily available including Gold Coast University Hospital, Robina Hospital and the Varsity Lakes Day Hospital. The region is home to medical centres, private health centres, dental practices, aged care facilities and other traditional and non-traditional medical practitioners.

Living in the Region

Shopping & Dining

The City of Gold Coast is abundant with shopping choices, from major shopping centres to quaint boutiques and art galleries. The dining is second to none in the region, with fresh local produce and dining options ranging from fast food and cafe dining to 5-star restaurants.

Sports & Recreation

The City of Gold Coast is spoilt for choice with excellent sports and recreational facilities, and many sporting clubs in the region including football, netball, soccer, rugby union and tennis to name a few. If you prefer more leisurely pursuits and getting outdoors the region is a haven for exploring local beaches, national parks and local waterways.

Getting Around

City of Gold Coast is located approximately 1 hour and 15 minutes south of Brisbane and 41 minutes north of Tweed Heads by road. Located in the suburb of Coolangatta, the Gold Coast Airport is the primary airport serving the region. It is situated close to the Queensland-New South Wales border and is approximately 25 kilometres south of Surfers Paradise. The airport offers domestic and international flights, connecting the Gold Coast to various destinations within Australia and overseas.

Destination Gold Coast

Recruitment Process and Timeframes

How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter addressing the Selection Criteria

Evaluation Process

Leading Roles and the City of Gold Coast will determine a shortlist of suitable applicants based on desktop review of applications and initial interviews with a select group of applicants.

Applicants that have been shortlisted will be advised and asked to attend an interview with the interview panel. City of Gold Coast may elect to undertake further interviews as required.

Preferred applicants will be required to undertake psychometric assessments to assist in understanding the working preferences and attributes and potential fit to the role.

Following the selection of a preferred applicant the City may require further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at the offer stage.

Applications Open	•	W/C Monday 22 April 2024
Applications Close	•	5pm Monday 13 May 2024
Initial Assessment	•	Week Commencing 13 May 2024
Council Interviews	•	TBA

*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and applicant availability.

Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. It will not be given to any other person or agency unless you have given us permission, or we are required by law.

Belinda Walker
Executive Talent Consultant

Belinda is our executive talent consultant with close to 20 years of experience recruiting executive, senior management and specialist roles in the public and private sectors throughout Australia and the United Kingdom. Belinda commenced her career as a communications specialist, working in the not-for-profit and professional services sectors in the UK and Queensland. Belinda prides herself on her stakeholder engagement skills, her client and candidate care, and her collaborative communication style to ensure a quality and professional level of service is always delivered.

CONTACT

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✉️ belinda.walker@leadingroles.com.au

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ATTACHMENT

High-Performance Principles

High-Performance **Principles**

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People are our priority

1 Health and safety is our number one priority.

We are all responsible for maintaining a culture of health and safety. We promote a physically and psychologically healthy workforce. We have zero tolerance for unsafe work practices.

2 Our behaviours are more important than our results.

We know what appropriate behaviours are and we act accordingly. We do not compromise our behaviour to achieve an outcome. We take action to address poor behaviour and acknowledge and reward exemplary behaviour.

3 We respect and empower each other.

We are inclusive and diversity is our strength. We are committed to developing our people and we share our knowledge to build collective capability. We value and trust each other's subject matter expertise and we have an open mind.

4 We have fun!

We bring energy and enthusiasm to the workplace. We don't take ourselves too seriously and we actively get to know each other. We see the best in each other and have positive interactions, making our work life enjoyable for one another.

The Gold Coast is at the heart of everything we do

5 We put the interests of our city first and courageously challenge everything else.

Everything we do is to support and improve our community. We understand the impacts of our actions on our city before we act. We challenge the status-quo. We are committed to continual improvement and driving efficiencies.

6 We are *one* City Administration.

We work together for our common purpose. We utilise our resources to collectively achieve outcomes for the benefit of the city. No one area is more important than the other and we actively help others in pursuit of our common goals.

7 Compliance is critical to our success.

We understand the importance of compliance and know our obligations. We are transparent and accountable. Our governance frameworks are fit for purpose and we ensure our decision making is effective, ethical, legal and in the public interest.

We pursue growth and success

8 We are solutions focused and deliver on our commitments.

We find a way to get to yes. We communicate, consult and then we act. We clearly define responsibilities and take personal accountability. We deliver quality outcomes on time and within budget and agreed risk tolerances. We clearly communicate to stakeholders when deadlines are not met.

9 We are committed to delivering value for money services for our city.

We understand that delivering value for money services for the city's ratepayers is central to everything we do and respect that we are spending public money. We recognise that a strong financial position delivers sustainable outcomes for our city. We support the city's economy and buy local when we can.

10 We celebrate our successes, embrace our failures, and learn from both.

We look for opportunities for growth and improvement in everything we do. We actively seek feedback with genuine intent. We understand when it is acceptable to make a mistake and when mistakes will not be tolerated.

Position Brief

Chief Technology Officer (GM)

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Business Services	Chief Technology Office	General Manager	4	Executive General Manager Business Services

Position Overview

The Chief Technology Officer (GM) is responsible for leading ICT in the second-largest local government in Australia.

The Key Responsibilities of the role include:

- Development and delivery of an integrated ICT Strategy

- Providing leadership and direction across a continually emerging technically complex and diverse portfolio of information technology initiatives and priority strategies.

- Digital transformation through high-quality business technology, communications and information systems.

- Inspiring the direction and purpose of a high performing team.

The role will oversee the Chief Technology Office, a branch comprised of four business units Foundation Technologies and Service Support, Enterprise Platforms, ICT Strategy and Portfolio and Telecommunications and Networks with approximately 203 staff. The branch is responsible for the management, maintenance and utilisation of technological infrastructure, systems and data to support a digitally connected city.

The role will ensure Branch deliverables are aligned with the Department's purpose of "We are core to keeping our organisation running. We provide a range of specialised expertise and foundational support services to the rest of the organisation, enabling them to focus on their specialist areas and deliver our outcomes.".

Key working relationships

- The Chief Technology Officer will work closely with the Executive General Manager Business Services and team members from the Senior Leadership Team
- The incumbent will liaise with internal stakeholders from across the organisation as part of driving optimal chief technology office outcomes for the City
- The incumbent will liaise with various external stakeholders including but not limited to:
  - General public, residents and ratepayers
  - Federal and State Government Departments and Agencies
  - Other Local Governments and Boards
  - Businesses, Private Enterprise
  - Relevant Community Groups and organisations
  - Contractors and Consultants

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Chief Technology Officer (GM)

Department name	Branch name	Position classification	Number of direct reports	Line manager position title
Business Services	Chief Technology Office	General Manager	4	Executive General Manager Business Services

Position responsibilities

- Lead a Branch responsible for the City's technology and infrastructure IT platforms, all enterprise, line of business and customer facing applications, the delivery of ICT strategy and planning, and service portfolio management and the development of a leading-edge optic fibre network to position the Gold Coast as Australia's most digitally connected city.
- Drive the management, maintenance and utilisation of technological infrastructure, systems and data to support a digitally connected city and efficiencies that deliver high quality and value for money services.
- Set the Branch direction, oversee operations and optimise relationships with internal and external partners and stakeholders.
- Deliver and maintain systems and processes across all Branch functions for planning, delivery, measurement, dynamic reporting, risk management and governance.
- Drive high safety and wellbeing awareness and a culture of care and respect for the environment.
- Implement and sustain initiatives to ensure all activities undertaken by the Branch reflect the organisations High Performance Principles.
- Liaise and partner with external organisations, other levels of government and executives across the City to ensure optimal delivery outcomes.
- Facilitate linkages through regular networks and information sharing and participate in local, regional and state-wide committees as required.
- Establish, monitor and deliver agreed levels of service provision, that meets the needs of the community now and in the future, having regard to legislative requirements, council policy, current industry, best practice and community expectations
- Support the Executive General Manager, with the development and communication of Council's Corporate Plan, Operational Plan, Department Business Plan and service plans.
- Deliver assigned outcomes and activities from Council's Corporate Plan, Operational Plan, Department Business Plan and service plans including progress reports.
- Ensure effective and efficient management and development of the Branch's human resources and budget (including expenditure monitoring), reporting any exposure or potential exposure to the Executive General Manager.
- Demonstrate creativity, foresight, and mature judgment in anticipating and solving unprecedented/unique/complex technology and ICT strategy and planning matters.
- Maintain awareness of relevant political, social and legislative developments that may impact on the achievement of Branch objectives.
- Ensure that projects/programs are delivered in accordance with the organisational P3M process established by the Enterprise Program Office (EPO).

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Chief Technology Officer (GM)

Competencies

Competency	Competency definition	Level	Level definition
Leading People	Lead people to build a positive and productive organisation aligned to our City Vision	Managerial	Develop leaders at all levels, creating and maintaining a leadership and development culture and promoting performance partnering.
Influencing and Partnering	Build internal and external relationships, developing connections that shape our future	Managerial	Encourage stakeholder engagement, modelling high level influential partnerships directed at improving business and service outcomes.
Executing Vision	Understand and develop strategic direction, exercising decision-making that delivers the City Vision	Strategic	Inspire the workforce and community by creating a vision of the future, guiding priority projects and setting long term plans.
Business Acumen	Understand, plan and apply commercial processes in order to optimise value, mitigate risk and maximise results	Managerial	Ensure the organisation projects and plans are commercially competitive and promote financial and business high-performance.
Good Governance	Maintain a holistic perspective, understanding and applying policy, legislation and contemporary systems and processes	Managerial	Promote a culture of quality, efficiency and awareness to ensure compliance, contemporary processes and competitive service.
Portfolio Management	The centralised management of one or more portfolios, which includes identifying, prioritising, authorising, managing, and controlling projects, programs and other related work to achieve specific strategic business objectives.	Strategic	Delivers a range of services and links portfolios, programs and projects to the organisation-wide strategies for a Directorate. Superior application of portfolio management methodology leads to strong organisational performance.

Mandatory qualifications / requirements

- Bachelors Degree of Information Technology and/or equivalent knowledge coupled with extensive experience as a CIO or similar role leading strategic transformative information technology programs.
- Demonstrated engaging leadership skills with the ability to drive positive work practices across multi-faceted teams.
- A proven ability to communicate, negotiate and consult at appropriate levels within the Council, community and private sector with a demonstrated high level of written and verbal communication skills, coupled with exceptional presentation skills to a wide range of stakeholders.
- Demonstrated highly collaborative work style, self-motivated with the ability to work across multiple business units, projects and priorities simultaneously.
- Highly developed resource planning, budgeting and risk management abilities in order to deliver operational and project plans.
- Working knowledge of statutory requirements relevant to Local Government including Work Health and Safety legislation.

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