



APPLICANT PACK

# Chief Executive Officer

Bundaberg Regional Council



**Leading  
Roles**  
People ▶ Performance ▶ Partners



## CONTACT

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# Message from the Mayor

To Our Prospective Applicants,

I welcome your interest in the Chief Executive Officer role for Bundaberg Regional Council.

Bundaberg Region is the fastest growing region in Queensland and the third fastest in Australia, our Council and CEO needs to be receptive to the changing population and needs of this rapidly growing area.

Whilst being responsive to the fast growth, as a team of Councillors and Executives leading the region, we also need to facilitate the growth in a measured and inclusive manner. Having succeeded with a recent election campaign based on a 'common sense' approach, my belief is that the community is looking for pragmatism, strong, bold and brave leadership, with a specific effort on Council focusing on their core responsibilities.

The new Council team is galvanised in their resolve to work together for the best outcomes for the region and its residents.

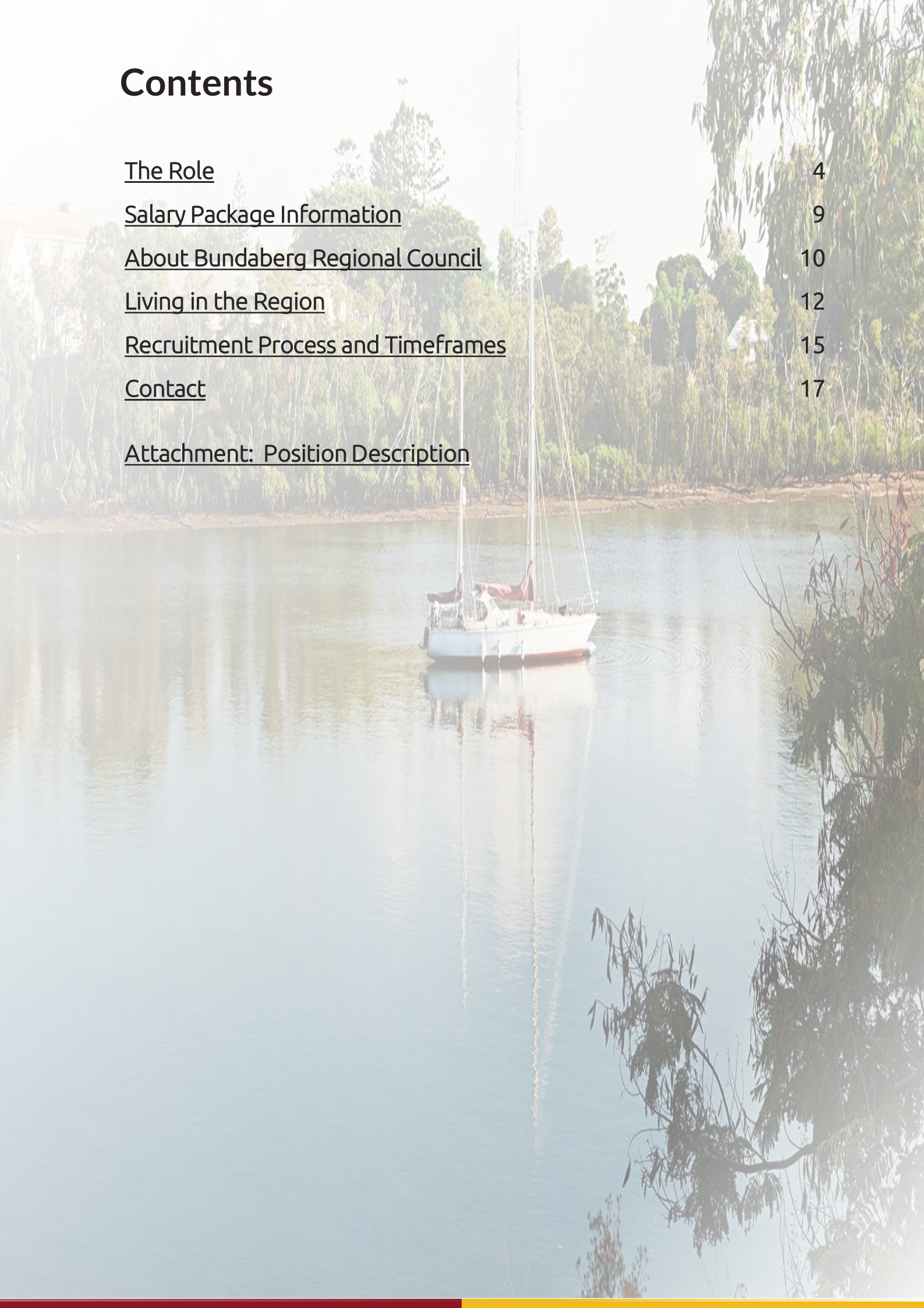
We look forward to receiving your application.

**Cr Helen Blackburn**  
Mayor



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## Position Overview

The Bundaberg Region is located at the Southern end of the Great Barrier Reef and spans 6,451 square kilometres and is home to a population of 102,000 residents. The region offers a relaxed lifestyle with beautiful beaches, fishing, diving and boating, along with a thriving sugar and horticultural industry with the region experiencing steady growth in population numbers.

Bundaberg Regional Council is seeking an experienced and engaged Chief Executive Officer to lead the organisation through a period of renewal and transformation, focusing on greater organisational effectiveness and transparency.

Reporting to the Mayor and Councillors, the ideal candidate will be an experienced local government leader with strong financial acumen and exceptional engagement skills who will build strong, collaborative relationships with key stakeholders while creating a positive, high performing organisational culture.

## Key Responsibilities

- Create alignment between the Elected Members, the council and the community, ensuring strategic planning and operational focus areas reflect community priorities.
- Provide high level advice and guidance to the Mayor and Elected Members.
- Oversee Council operations, ensuring efficient service delivery and compliance with a keen focus on financial management of budgets and resources.
- Develop and maintain constructive relationships and productive partnerships with key internal and external stakeholders.
- Build a positive, high performing, future-focused organisational culture that aligns to Council's values.



# Opportunities and Challenges

The Council has a new Mayor, Cr Helen Blackburn, who has a keen focus on community engagement, transparency and organisational excellence. The new CEO will lead the organisation through a period of renewal and organisational transformation, driving performance, efficiency, connectedness and collaboration.

## Key Areas of Priority

### Organisational Strategy:

The initial requirement for the new CEO will be to swiftly establish a new corporate plan addressing the Mayor and Council's goals, community needs and priorities, in alignment with the organisation's visions, goals and resources.

The Mayor is keenly interested in creating a community engagement-led integrated planning and reporting framework for the organisation, that is established through the principles of public participation and deliberative democracy. This is an early-term priority for the Mayor, and expertise in establishing and embedding community engagement-led strategy into the planning and operations of a council is critical.

### External Stakeholder Engagement:

The Council is concerned about its relationships with its key stakeholders and is seeking to rebuild and strengthen its relationships with these stakeholders in the region and also with State and Federal government representatives.

Highly advanced stakeholder relationship management skills are required, and the Mayor and Council will seek the new CEO's support and focus on a sustainable, productive reengagement with its stakeholder networks.

# Key Priority Areas Continued

## Organisation Performance:

- **Financial Sustainability:** The Mayor will ask the new CEO to undertake a far-reaching organisational review to assess the organisation's financial challenges and establish and deliver a robust plan for returning the organisation to a sustainable financial position.
- **Efficiency Improvements:** In alignment with the organisation's financial sustainability focus, the CEO's service review will identify and implement efficiencies within the organisation, with a particular focus on delivering core services and addressing financial challenges.
- **Organisational Review:** The current structure includes around 950 staff, with the CEO having seven direct reports (see included organisational chart).

The Mayor will ask the new CEO to lead a review of the suitability of the organisational structure, council's services and service levels offered. The Mayor and Council have a very pragmatic, commercial orientation and will welcome advice about the organisation's structure, creating a more equitable and rational distribution of staff and services, and a strategically aligned organisation that drives sustainability, efficiency and quality services.





## Key Priority Areas continued

### Cultural Transformation:

The Council is seeking a CEO who will lead a change in the organisation's culture that is founded on the principles of strategic alignment and connection to purpose while building an organisation that is contemporary, dynamic, collaborative, decisive and efficient.

The Council organisation will welcome a visible leader who communicates with clarity and impact, who focuses on teamwork, a sense of shared purpose and creates a connected workplace where people love to come to work.

The Council's perspective is that the organisation is highly risk averse, and a key part of the organisational transformation will be developing a collective understanding of risk and an appropriate framework for risk management as an enabler of decisions and performance.

The Council's shared view is that the organisation is ready for change and welcomes a renewed focus and cultural shift.

## Personal Attributes

The Elected Member group are seeking a Chief Executive Officer who offers extensive experience and a history of success in leadership and organisational transformation within local government to support a dynamic and focused newly elected Mayor and a mix of experienced and newly elected members.

Very strong financial acumen, budget repair skills and commercial rigour, with a focus on value for money for the community, are attributes that will be highly valued by this group.

Above all, the incoming CEO must be approachable, fostering collaboration through transparency, honesty and integrity, while maintaining the highest standards of conduct and governance.



## Selection Criteria

- Experience in a similar role in local government, including the development of public participation into strategic management frameworks to guide organisational direction and decision making.
- Demonstrated understanding of local government legislation and the challenges facing the local government sector, particularly in regional communities.
- Demonstrated ability to develop and maintain constructive relationships and partnerships with internal and external stakeholders that contribute to the delivery of organisational goals.
- Demonstrated experience in effective and rigorous local government financial management.
- Strong leadership, communication and interpersonal skills with demonstrated ability to inspire purpose, lead people and build capability to effectively deliver outcomes for the community.
- An appropriate qualification in Finance/Business/Management or related discipline.





## Salary Package Information

Joining Bundaberg Regional Council introduces individuals to a welcoming and thriving environment, supported by an experienced and dedicated team. Bundaberg Regional Council is committed to "building Australia's best regional community." The Council acknowledges the significant contributions made by its employees, offering a rewards, benefits, and recognition program that includes:

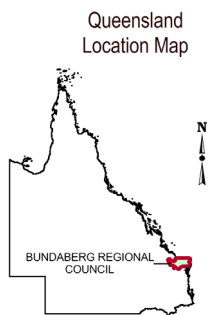
- Generous Salary Package
- Relocation Assistance negotiable
- Generous leave provisions
- Corporate gym membership
- Salary packaging
- Learning and Development programs



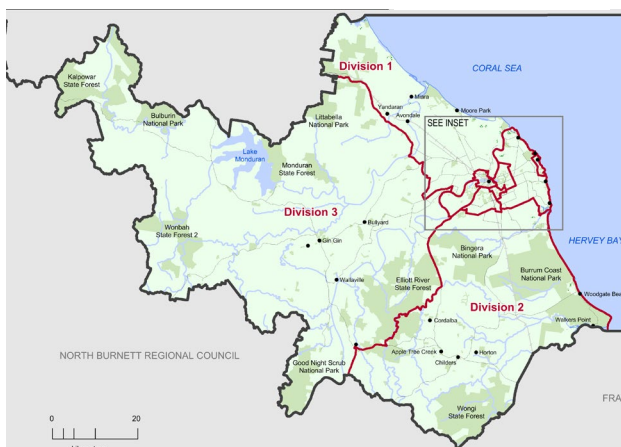
# About Council

**Bundaberg Regional Council has an impressive 653 hectares of natural assets, 470 parks and playgrounds, 10.327 billion litres of water treatment per year, 3071 km of road and 288 km of footpaths.**

The Bundaberg Region, strategically located at the southern end of the Great Barrier Reef and extending from the Burrum River to Baffle Creek, spans 6,451 square kilometres and is inhabited by a population exceeding 102,000 residents. The population is projected to reach over 141,000 within twenty-five years. The region holds a high reputation due to the warmth of its residents, outstanding climate, affordable living, top-notch facilities and relaxed way of life.



The coastal area of Bundaberg offers unparalleled opportunities for fishing, diving, beachcombing and boating, set against the backdrop of a fertile sugar and horticultural region. Access to charming seaside villages extends from Buxton and Woodgate Beach in the south, encompassing Coonarr, Elliott Heads, Coral Cove, Innes Park, Bargara, Burnett Heads and Moore Park Beach.



Representing the ten divisions forming the Bundaberg Region, the Mayor and ten councillors are the elected officials entrusted with its governance.

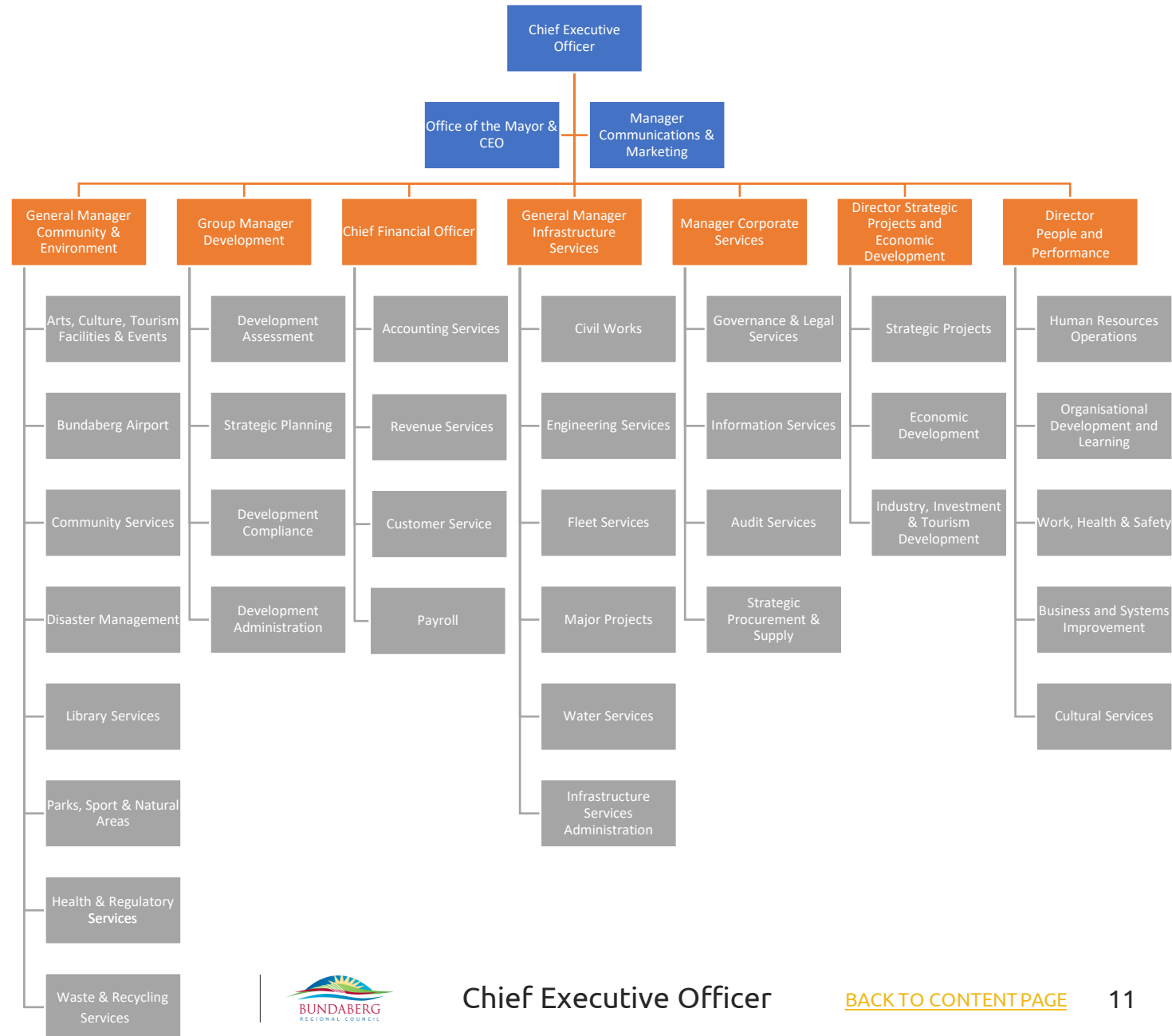
### Council values:

“To be a council that is customer focused, respectful and prides itself on teamwork, leadership, sustainability and innovation. We communicate in an open and respectful manner.”

### Links to Council Information



# Organisational Structure – Departments and Branches





# Living in the Region



## Housing

Housing in the Bundaberg Regional Council area 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. The cost of housing in Bundaberg is generally more affordable compared to major metropolitan areas in Australia, such as Sydney or Melbourne.



## Educational Facilities

Bundaberg has several primary and secondary schools, both public and private, offering education from kindergarten to Year 12. Some of the well-known schools in the region include Bundaberg State High School, St. Luke's Anglican School and Kepnock State High School. The region is home to a few tertiary education providers that offer a variety of courses and programs. One of the notable institutions is CQUniversity Bundaberg, which offers a range of undergraduate and postgraduate degrees across various disciplines. TAFE Queensland also operates in the Bundaberg region, providing vocational training and education across a wide range of industries.



## Healthcare

The Bundaberg Regional Council area offers major institutions like Bundaberg Hospital and private options such as Friendlies Society Private Hospital and Mater Private Hospital. Additional services comprise public health clinics, GP practices, allied health facilities, aged care homes, mental health resources and community health centres.



# Living in the Region



## Shopping & Dining

The Bundaberg Regional Council area offers a vibrant shopping and dining scene that caters to diverse tastes and preferences. Shopping enthusiasts can explore a mix of retail options, from bustling markets showcasing local produce and crafts to modern shopping centres featuring a range of national and international brands. Residents and visitors alike can indulge in a diverse culinary journey, with an array of dining establishments spanning from charming cafes serving locally sourced delights to fine-dining restaurants offering gourmet cuisine. Whether you're seeking a leisurely shopping experience or a culinary adventure, the Bundaberg region provides a rich tapestry of shopping and dining opportunities to savour and explore.



## Sports & Recreation

The Bundaberg Regional Council area offers an active and engaging sports and recreation scene, catering to individuals of all ages and interests. Sports enthusiasts can take advantage of numerous facilities, including well-maintained parks, sports fields and fitness centres, where they can partake in a wide range of activities such as soccer, cricket, rugby and more. Water lovers can enjoy the nearby coastal areas for swimming, surfing and other aquatic pursuits. For those seeking a more leisurely experience, the region boasts serene parks and walking trails, perfect for nature enthusiasts and families.



## Getting Around

Bundaberg is located approximately 4.5 hours north of Brisbane and 1.5 hours north of Hervey Bay via road. The Bundaberg Airport provides regular domestic flights, connecting the area to major cities. Bundaberg also has a local bus service that serves various routes within the city and surrounding suburbs. Bundaberg is connected to Queensland Rail's North Coast Line, which offers train services between Brisbane and Cairns.



**Bundaberg Region...  
the perfect place to live!**



# 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 criteria below



## Selection Criteria

- Experience in a similar role in local government, including the development of public participation into strategic management frameworks to guide organisational direction and decision making.
- Demonstrated understanding of local government legislation and the challenges facing the local government sector, particularly in regional communities.
- Demonstrated ability to develop and maintain constructive relationships and partnerships with internal and external stakeholders that contribute to the delivery of organisational goals.
- Demonstrated experience in effective and rigorous local government financial management.
- Strong leadership, communication and interpersonal skills with demonstrated ability to inspire purpose, lead people and build capability to effectively deliver outcomes for the community.
- An appropriate qualification in Finance/Business/Management or related discipline.



## Applications Open

- Week Commencing  
Monday 29 April 2024



## Applications Close

- 5pm Monday 20 May 2024



## Initial Assessment

- Week Commencing 20 May 2024



## Council Interviews

- Week Commencing 3 June 2024

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



# Application for Assessment, Shortlisting and Interviews

Leading Roles and the council will determine a shortlist of suitable applicants and will arrange interviews with the council's interview panel, depending on applicant and council staff availability.

The council may require their preferred applicants to undergo a psychometric assessment to assist in understanding the candidate's fit for the role and organisation, working preferences and attributes. Following the selection of a preferred applicant the council 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.

## 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.





## Your Executive Recruitment Team

We are pleased to introduce our senior recruitment team as your designated point of contact for this executive role. Should you require additional information or have any inquiries, we warmly encourage you to reach out to them. They will be more than happy to assist you throughout the process



### MARK OGSTON, CHIEF EXECUTIVE

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ATTACHMENT

# Position Description

## POSITION DESCRIPTION

Bundaberg Regional Council has a vision 'To Build Australia's best Regional Community'. This position description outlines the values that underpin this vision and an overview of the general duties and responsibilities required in this role.

### Overview

Position Title:	Chief Executive Officer	Industrial Instrument:	Contract
Position Number:	1001	Classification Level:	Contract
Employment Location:	Bundaberg Service Centre	Position Status:	Contract
Department:	Office of Mayor and CEO	Document Last Reviewed:	15/04/2024
Branch:	Office of Mayor and CEO	Job Dictionary:	N/A
Accountable To:	Mayor and Councillors		
Aim of Position:	The Chief Executive Officer (CEO) is to serve as the principal staff officer of the Council, responsible for the overall management of the organisation's operations. This includes providing strategic leadership, guidance, and direction to ensure the effective and efficient delivery of services to the community. The CEO acts as the primary link between the Council and the organisation, assisting the Council in policy development and decision-making processes. Additionally, the CEO communicates and promotes Council policies to the community, interfaces with stakeholders in the public and private sectors, and oversees the execution of statutory functions in accordance with relevant legislation. Through effective leadership and management, the CEO plays a pivotal role in achieving the Council's strategic objectives and enhancing the well-being of the community it serves.		

### Council Values

Bundaberg Regional Council's culture is driven by the following values:



### Key Responsibilities

1. Act as the primary liaison between the Council and the organisation, providing support to the Council in policy development and decision-making processes
2. Provide strategic leadership to executive leaders and the Council workforce to achieve both strategic and operational objectives.
3. Oversee the overall management of the Council's operations, ensuring efficiency and effectiveness in service delivery
4. Communicate and promote Council policies to the community as directed by the Council.
5. Attend all Council Ordinary and Committee meetings, as well as any deputations and interviews requiring the CEO's presence.
6. Act as the primary link between the Council and the organisation, and is responsible for providing assistance to the Council in developing Policy and decisions

7. Execute statutory functions in accordance with the Local Government Act
8. Ensure compliance with relevant legislation, regulations, and policies governing local government operations.
9. Manage and implement performance regimes to maintain high-quality service delivery.
10. Effectively introduce and manage complex change initiatives to improve organizational efficiency and effectiveness.
11. Develop and implement strategic and business improvement initiatives to meet organisational goals.
12. Manage and interface with stakeholders in both public and private sectors, demonstrating excellent communication and negotiation skills.
13. Implement workplace health and safety requirements, including risk assessment, to maintain a safe working environment.
14. Address issues related to financial sustainability, ensuring responsible financial management.

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## Position Requirements - Qualifications and Experience:

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### Mandatory:

1. Proven ability, skills, knowledge, and experience commensurate with leading a large regional Local Government as its CEO.
  2. Relevant qualifications and training pertinent to the role, demonstrating a strong foundation for effective leadership.
  3. Track record of developing and executing strategic and business improvement initiatives to enhance organisational performance.
  4. Exceptional communication, negotiation, and interpersonal skills, with a demonstrated ability to effectively manage relationships with internal stakeholders, elected members, and various sectors of the community.
  5. In-depth understanding of change management principles and practices, with a proven ability to navigate and lead organisational transformations.
  6. Ability to develop and implement a strategic risk management model tailored to the unique challenges and operations of a large organization.
  7. Proficiency in managing and leading a team of senior executive employees, fostering collaboration and alignment to achieve strategic and operational objectives.
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## Organisational Capabilities – Executive Leadership (Leading Organisation)

The capabilities for all roles are obtained from the Capability Framework which describes key behaviours required at all levels and roles across Council. There are four mandatory capabilities that are required in all roles – building relationships, customer focus, safety and professionalism and job requirements.

Building Relationships	<p><b>Leads communication across the organisation and with external networks:</b></p> <ol style="list-style-type: none"> <li>1. Uses networks to identify opportunities and seek input with a view to sustaining excellence within the organisation</li> <li>2. Quickly establishes credibility, engagement and partnerships with a broad range of people and industry</li> <li>3. Approaches negotiations with a strong grasp of the issues while using long-term and complex plans to influence others</li> <li>4. Effectively communicates highly complex issues to a wide range of internal and external audiences</li> </ol>
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<p>Cross-Organisational Thinking</p>	<p><b>Leads strategically with vision considering internal, external, and political factors:</b></p> <ol style="list-style-type: none"> <li>1. Communicates a clear and compelling vision for the organisation that is meaningful to others</li> <li>2. Articulate and drives the implementation of strategies that align with organisational vision and purpose</li> <li>3. Commits the organisation to customer service in its vision, strategies and culture</li> <li>4. Is future-oriented in analysis, thought and action</li> </ol>
<p>Customer Focus</p>	<p><b>Committed to exceeding community expectations, now and in the future:</b></p> <ol style="list-style-type: none"> <li>1. Works across different sectors, levels of government and the not-for-profit sectors to develop responses</li> <li>2. Adopts a system-wide view of issues and draws on a range of information, ideas and perspectives to understand problems</li> <li>3. Works to remove legislative, regulatory and other roadblocks in the pursuit of outcomes</li> </ol>
<p>Delivery and Outcome Focus</p>	<p><b>Builds capability and sets the tone, pace, and standard for organisational performance:</b></p> <ol style="list-style-type: none"> <li>1. Builds a cohesive and high performing management team that is characterized by teamwork, open discussion, strong morale, and a focus on results</li> <li>2. Commits to succession planning, talent identification and management, mentoring and developing direct reports and others</li> <li>3. Actively builds a learning culture that values continuous improvement and promotes flexibility and access to learning opportunities</li> <li>4. Directs and prioritizes resources, including human capital and other assets, towards matters that are important to the organization, sector and/or local government</li> <li>5. Manages performance through systems and processes, allowing people to get on with the job</li> <li>6. Maintains an appropriate level of oversight and involvement in the work of the area</li> </ol>
<p>Safety and Professionalism</p>	<p><b>Leads a safe, professional, and ethical organisation:</b></p> <ol style="list-style-type: none"> <li>1. Sets safety vision and culture for the organisation and ensures behaviour throughout the area reflect the vision and culture</li> <li>2. Models ethical behaviour, even in times of crisis, and consistently applies those ethical standards to self and others</li> <li>3. Is consistent in words and actions</li> <li>4. Is viewed as trustworthy, honourable and truthful and respectful of the views of others</li> <li>5. Monitors Council's adherence to required standards of behaviour and leads strategic initiatives for a safe and respectful workplace.</li> <li>6. Champions change and exemplifies respectful behaviours</li> <li>7. Leads by example in championing DEI initiatives, ensuring clear communication of DEI expectations, promoting accountability, and actively leading efforts to create an inclusive, equitable, and diverse workplace</li> </ol>

Decision Making	<p><b>Displays courage and rigour in the provision of advice and decision making. Makes decisions that will protect and enhance our community's future:</b></p> <ol style="list-style-type: none"> <li>1. Provides frank and fearless advice, even in difficult or 'high stakes' situations (e.g. competing or vested interests, situations involving no precedent or going against precedent; advice that goes against strongly held community views)</li> <li>2. Makes decisions that stand the test of time and are supported by a clear rationale</li> <li>3. Is prepared to make unpopular decisions and have 'difficult' conversations in a fair, considered and constructive manner</li> <li>4. Uses analysis, experience, and judgement to make informed decisions</li> </ol>
Job Requirements	<p><b>Applies sound corporate governance:</b></p> <ol style="list-style-type: none"> <li>1. Exercises high level business acumen in corporate governance areas, such as financial, contract management, project management and benefits realisation</li> <li>2. Drives cost-effective commissions of goods and services, utilising best practice procurement processes and appropriate supplier relationships</li> <li>3. Proactively seeks advice as required to ensure probity and sound decision making</li> </ol>
Making Improvements	<p><b>Engages with ideas, innovation and an appropriate level of risk:</b></p> <ol style="list-style-type: none"> <li>1. Is open to new ideas and ways of thinking, and empowers others to explore new approaches to long-standing or emerging problems</li> <li>2. Actively seeks out alternative ways to deliver cost-effective services to clients</li> <li>3. Exercises judgement in deciding which ideas are likely to work, and manages the risks associated with implementation</li> <li>4. Builds an organisational climate that is creative and committed to continuous improvement</li> <li>5. Identifies opportunities for business improvement and addresses barriers to facilitate outcomes</li> </ol>
Managing Stakeholders	<p><b>Manages internal and external relationships relevant to the organisation:</b></p> <ol style="list-style-type: none"> <li>1. Builds and maintains productive relationships with internal and external stakeholders</li> <li>2. Manages conflict and negotiates outcomes without compromising the relationship</li> <li>3. Manages challenging stakeholders with diplomacy and tact</li> <li>4. Understands different and competing views, and synthesises stakeholder information to inform approach</li> <li>5. Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity</li> <li>6. Models open communication, and actively and attentively listens to others</li> </ol>
Progressing Change	<p><b>Sponsors, champions and leads change with agility:</b></p> <ol style="list-style-type: none"> <li>1. Anticipates changes in the strategic or operational environment and adjusts accordingly</li> <li>2. Quickly understands the implications of new information and developments, and how things may play out in the future</li> <li>3. Adapts leadership approach to reflect individual needs and environmental changes</li> <li>4. Adopts a planned and comprehensive approach to implementing organisational change</li> </ol>

## Organisational Accountabilities:

The organisational accountabilities are the expected standards of performance for all roles and levels in Council

Accountability	Action
<b>1. People Management</b>	<ol style="list-style-type: none"> <li>Oversee and manage the performance management process, including completing performance appraisals and managing unsatisfactory performance, for direct reports to drive and recognise high performance.</li> <li>Manage the recruitment and selection process within area of responsibility.</li> <li>Actively coach and develop direct reports, continuously assess training needs and monitoring completion of agreed training.</li> </ol>
<b>2. Workplace Health and Safety</b>	<ol style="list-style-type: none"> <li>Actively participate and promote a health and safety culture that believes all incidents are avoidable and strives to create an environment free from injury or illness, and operate in accordance with Council's Health and Safety Duty Statement and associated safety policies/procedures.</li> </ol>
<b>3. Culture</b>	<ol style="list-style-type: none"> <li>Drive a positive and proactive customer service culture and demonstrate an active commitment to the culture, vision and values of Council.</li> <li>Comply with Council's Code of Conduct and all Council policies and procedures at all times.</li> </ol>
<b>4. Information Services and Technology</b>	<ol style="list-style-type: none"> <li>Protect and manage Council's information assets in accordance with legislative, policy and process requirements.</li> <li>Use Council's technology appropriately and with respect.</li> </ol>
<b>5. Disaster Management</b>	<ol style="list-style-type: none"> <li>Assist, support and participate in Council's response to a disaster event, including any exercises and/or any event where the Business Continuity Plan is activated.</li> </ol>
<b>6. Customer Service</b>	<ol style="list-style-type: none"> <li>Demonstrate a comprehensive understanding of the customers of Council, creating a culture of customer service excellence.</li> </ol>
<b>7. Financial Accountability and Governance</b>	<ol style="list-style-type: none"> <li>Models compliance with Council's procurement policy.</li> <li>Delegations may be applicable to this position and are detailed in the Delegations Corporate Register.</li> <li>Legislative Sub-Delegations and authorisations may also be applicable.</li> </ol>
<b>8. Corporate record-keeping</b>	<ol style="list-style-type: none"> <li>Ensure that full and accurate records are made for all business transactions conducted on behalf of Council and that all records are appropriately retained in accordance with Council's record-keeping requirements.</li> </ol>

## Immunisation Requirements

It is a condition of employment for this role for the employee to be, and remain, vaccinated against the following vaccine preventable diseases during their employment:

Vaccination Name	Requirement
	No requirement