



APPLICANT PACK

# Strategic Portfolio Director

City of Gold Coast



**Leading  
Roles**

People ▶ Performance ▶ Partners

CITY OF  
**GOLDCOAST™**

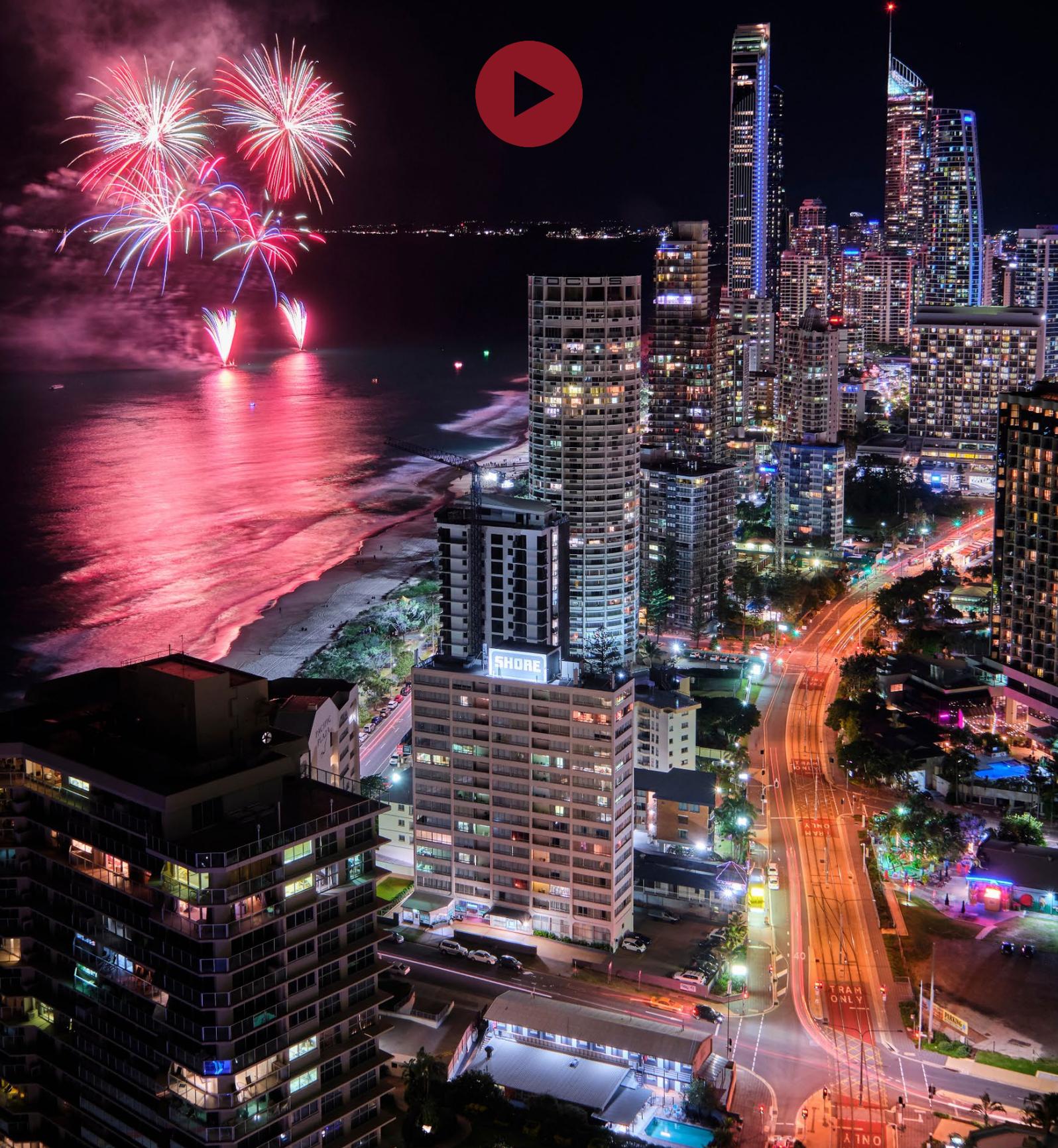
## CONTACT

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Chief Executive  
Leading Roles

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Be part of shaping the  
future of Gold Coast



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We acknowledge and pay respects to the traditional Aboriginal people of these lands and waters and we acknowledge all their descendants. We also acknowledge the many Aboriginal people from other regions as well as Torres Strait and South Sea Islander people who now live in the local area and have made an important contribution to the community.



# The Role

The City of Gold Coast is seeking a visionary and highly experienced **Strategic Portfolio Director** to lead one of the most significant portfolios in the organisation's history. Reporting directly to the Chief Executive Officer, this role oversees a **\$4 billion** portfolio of transformational programs designed to enhance the city's infrastructure, community services and cultural vibrancy.

This portfolio comprises ten diverse, high-impact programs that are critical to the Gold Coast's strategic priorities. These programs span infrastructure development, eco-tourism, cultural projects and organisational improvement initiatives. Additionally, the role acts as the governance lead for projects originating from the **Office of the CEO**, ensuring they align with the Council's strategic objectives before transitioning to delivery phases.

This is an exceptional opportunity to not only manage but shape initiatives that will define the Gold Coast for decades to come.



# Key Responsibilities

## Strategic Leadership of Multi-Faceted Programs:

- Provide oversight for ten CEO-priority programs, ensuring they align with strategic objectives, meet key milestones and deliver measurable outcomes.
- Lead transformative initiatives, such as:
- **Infrastructure Development:** Greenheart project, light rail expansion and Surfers Paradise revitalisation.
- **Cultural Enrichment:** Development of Home of the Arts (HOTA), including film, theatre and music venues.
- **Eco-Tourism:** South Stradbroke Island strategy, Spit Huts and cableway infrastructure.
- **Organisational Excellence:** IT transformation, modernisation of work practices and procurement strategies.
- Oversee programs initiated within the Office of the CEO, such as the Nature-Based Tourism Program, ensuring they progress seamlessly from concept to delivery.

## Governance and Risk Management:

- Act as the governance lead, embedding robust frameworks to manage risks, monitor progress and ensure compliance with organisational standards.
- Streamline reporting structures to transform committees into decision-making bodies, ensuring that data-driven insights inform strategic actions.
- Address program risks proactively, intervening as needed to maintain alignment with timelines, budgets and quality standards.



# Key Responsibilities continued

## Stakeholder Engagement and Influence:

- Build and maintain strong relationships with internal teams, government agencies, private enterprises and community organisations.
- Serve as a key advisor to the CEO and Executive Leadership Team, ensuring that strategic priorities are communicated effectively across all stakeholders.
- Influence outcomes through collaboration, negotiation and the ability to align diverse interests toward shared goals.

## Program Delivery and Reporting:

- Ensure all programs adhere to organisational frameworks for delivery, including contracting models, procurement practices, and reporting systems.
- Provide strategic guidance to Program Directors/Managers, offering expertise in overcoming challenges and delivering innovative solutions.
- Champion contemporary delivery practices, ensuring programs meet the highest standards of efficiency, accountability, and value for investment.

## Leadership and Culture:

- Inspire and lead high-performing teams, fostering a culture of respect, care, and accountability.
- Support organisational restructuring efforts to optimise resources, reduce administrative burdens, and enhance operational efficiency.
- Model the organisation's High Performance Principles, promoting excellence in all aspects of program management.



# Key Working Relationships

- **CEO:** Provide direct updates on program progress, risks and opportunities, ensuring alignment with the organisation's strategic objectives.
- **Executive Leadership Team:** Collaborate to achieve cross-functional integration and alignment of priorities.
- **Program Directors/Managers:** Lead and guide delivery teams to ensure programs meet their intended outcomes.
- **External Stakeholders:** Engage with government agencies, private sector partners and community groups to foster collaboration and support program success.



# Key Attributes and Qualifications

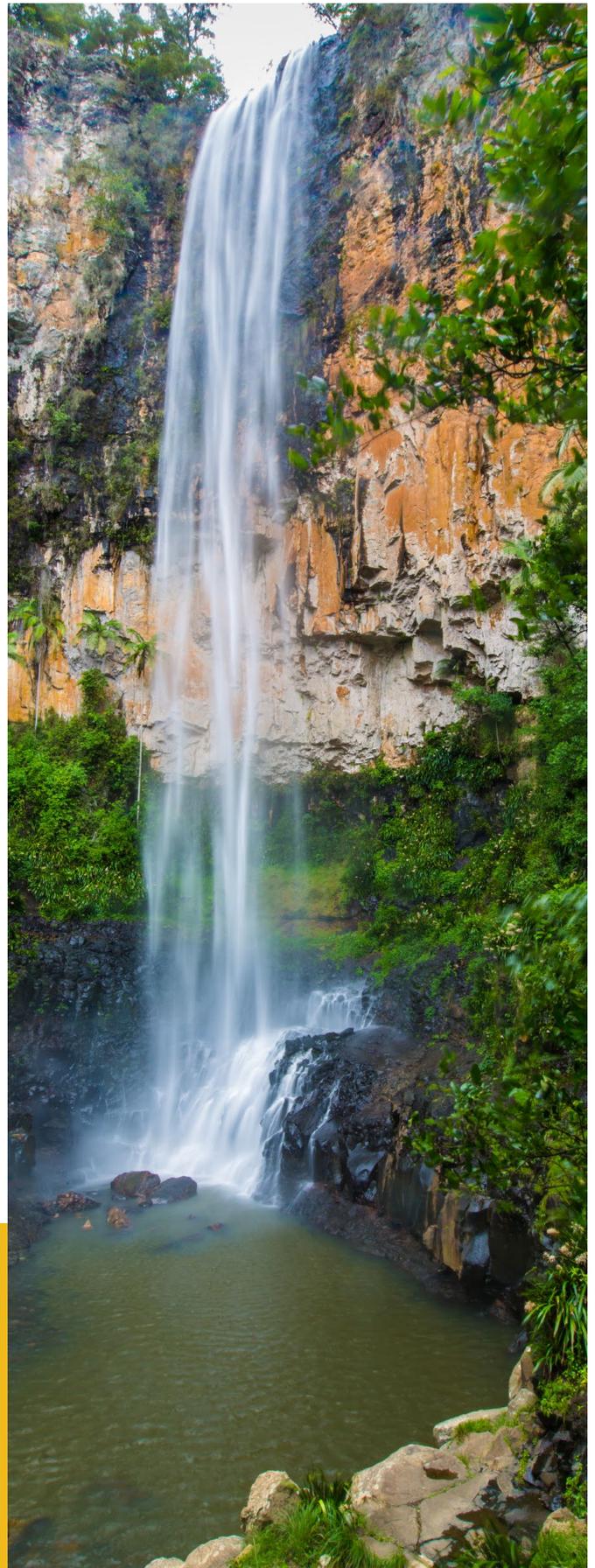
We are seeking a candidate with a combination of strategic insight, program delivery expertise, and exceptional leadership skills. The ideal candidate will possess:

- **Education:** Bachelor's degree in Project Management, Business or a related field.
- **Experience:** Extensive track record of leading large-scale, complex portfolios with measurable success.
- **Governance Expertise:** Proficiency in risk management, compliance frameworks and governance practices to ensure seamless program delivery.
- **Stakeholder Management:** Proven ability to build collaborative relationships and influence diverse groups to achieve strategic goals.
- **Leadership:** Demonstrated ability to inspire teams, drive cultural change and deliver results in a high-pressure environment.
- **Problem-Solving:** Strong analytical skills to address challenges and ensure innovative, practical solutions.

# Why Join the City of Gold Coast

This is more than a leadership role – it’s an opportunity to make a lasting impact in one of Australia’s fastest-growing and most dynamic cities. As the Strategic Portfolio Director, you will be at the forefront of transformative change, shaping programs that will enhance the Gold Coast’s infrastructure, cultural offerings and community services.

You will work closely with the CEO and Executive Leadership Team, gaining exposure to some of the most exciting and ambitious projects in the region. The Gold Coast offers not only a rewarding career but also an unparalleled lifestyle, with its stunning beaches, vibrant cultural scene and thriving economy.





# Selection Criteria

Candidates will be assessed against the following criteria:

1. **Strategic Leadership:** Proven ability to manage large, complex portfolios that are aligned to organisational priorities and deliver results.
2. **Governance and Risk Management:** Experience in implementing strong frameworks to manage risks and ensure program compliance and success.
3. **Stakeholder Collaboration:** Exceptional skills in engaging and influencing diverse stakeholders to achieve shared goals.
4. **Program Delivery:** Expertise in delivering high-value projects using contemporary contracting, procurement and reporting methods.
5. **Leadership and Culture:** Demonstrated ability to inspire high-performing teams and foster a positive organisational culture.



# About Council

**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.**

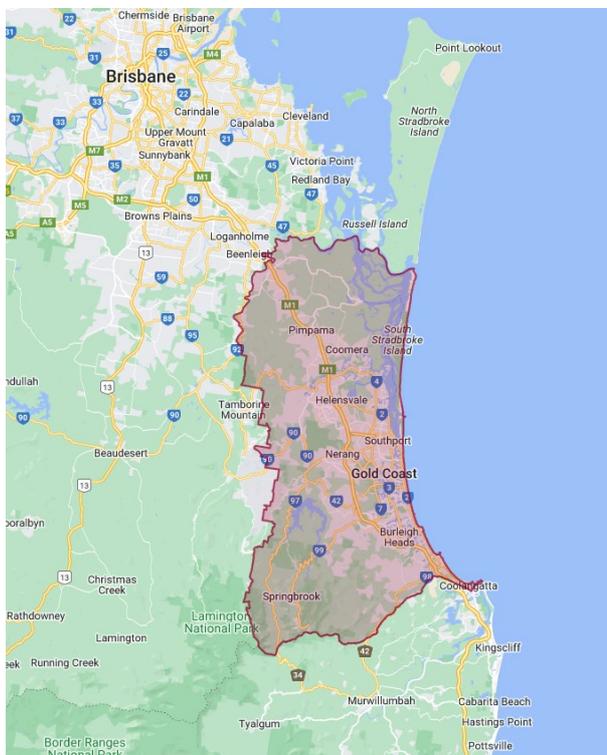
The City of Gold Coast is divided into fourteen (14) divisions and encompasses the entire Gold Coast region which stretches along the southeastern coast of Queensland. The region includes diverse communities such as Surfers Paradise, Broadbeach, Burleigh Heads, Coolangatta and many others.

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





# 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-served 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 will 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

- Week Commencing Monday 13 January 2025



### Applications Close

- 5pm Wednesday 5 February 2025



### Initial Assessment

- Week Commencing 3 February 2025



### Council Interviews

- Week Commencing 17 February 2025

\*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.

## 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**

Mark will personally oversee the executive search and recruitment effort and will draw on his extensive network to identify and attract high-quality candidates for your consideration.

 0407 674 412

 [mark.ogston@leadingroles.com.au](mailto:mark.ogston@leadingroles.com.au)



### **JEANETTE GRAHAM, EXECUTIVE TALENT CONSULTANT**

Jeanette will identify candidates with a history of executive success relevant to this position and support the targeted candidate engagement and marketing of these roles.

 [jeanette.graham@leadingroles.com.au](mailto:jeanette.graham@leadingroles.com.au)



# Leading Roles

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ATTACHMENT

# Position Brief

# Strategic Portfolio Director

# J01249

## Department/Branch name

Office of the CEO

## Position classification

Specialist - Contract

## Line manager position title

Chief Executive Officer

## Position Overview

The Strategic Portfolio Director will oversee and manage ten (10) critical, high profile, complex and diverse CEO strategic priority programs (portfolio) across the organisation (on behalf of the Chief Executive Officer) each of which will be led by a Program Director/Manager. The Portfolio comprises of both Opex and Capex programs equating to approximately \$4b over the life of portfolio. The Portfolio Director will report directly to the CEO and provide regular updates to the Executive leadership team and to Councillors as required and is responsible for identifying and managing Portfolio level risks, assumptions, issues and dependencies.

## Position responsibilities

- Oversee and guide Program Directors/Managers (including the Strategic Program Committee) in the delivery of ten (10) critical infrastructure, organisational develop and organisational performance improvement programs including:
  - Business improvements (accommodation and depots, flexible modern working, City vehicle utilisation and procurement transformation)
  - Information technology (target operating model delivery and architecture, IT strategy and roadmap delivery)
  - Advanced Resource Recovery Centre (ARRC) from feasibility study to construction
  - Strategic infrastructure (Greenheart, light rail, Surfers Paradise revitalisation, Bruce Bishop car park improvements, outdoor staging)
  - The Arts/Home of the Arts (HOTA) - film, theatre, music hall, stadium
  - Eco tourism (strategy, spit huts, cableway, South Stradbroke Island, lifeguard café and cruise ship terminal)
  - City planning and regulation (City planning scheme, permits review)
  - Services Gold Coast (customer experience, Coomera hub, community facilities)
  - City staff new Certified Agreement, health and wellbeing plan and people plan
  - Target operating model (roadmap delivery, future entity review, tourist parks)
- Contribute to ensuring all strategic priority programs are set up to achieve results, consistent with deliverables, operating plans, objectives and precedents
- Develop and maintain awareness of progress updates across all programs including planning, delivery, reporting, budgets, resources, risks and governance
- Provide expert knowledge and guidance to the council's implementation of contemporary contracting models to ensure efficient and effective delivery of programs
- Contribute to driving high safety and wellbeing awareness and a culture of care and respect for the work environment
- Model the organisations High Performance Principles and ensure all activities undertaken reflect High Performance Principles
- Maintain awareness of relevant political, social and legislative developments that may impact on the achievement of strategic program objectives
- Develop and manage effective relationships with Program Directors/Managers and other stakeholders to influence the effective and efficient delivery of programs efficiently, on time and within budget
- Provide expert advice, knowledge, leadership and guidance on project and program management principles (in alignment with the Enterprise Program Office) to all Specialist Program Managers and other various areas of Council as required
- Ensure that projects/programs are delivered in accordance with the organisational P3M process established by the Enterprise Program Office (EPO)
- Ensure that reporting requirements established by the EPO and organisational governance processes are adhered to

## Key working relationships

- The Strategic Portfolio Director will report to the Chief Executive Officer and work closely with other executive managers across the organisation
- The incumbent will liaise with internal stakeholders and lead Program Directors/Managers to contribute to optimising strategic priority program outcomes across the organisation
- The incumbent may 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



# Strategic Portfolio Director

## Competencies

Competency	Competency definition	Level	Level definition
<b>Adapts and Responds to Change</b>	Adjusts oneself to different conditions, requirements and/or environments by modifying behaviour, work and priorities to meet corporate and community needs.	Managerial	Identifies and interprets strategies from city plans and proactively engages others to initiate broader changes. Promotes change to employee groups and resolves uncertainty. Actively works with employees to successfully implement change processes.
<b>Develops and Implements Plans</b>	Understands the business objectives or goals and sets out a range of steps and/or processes that need to take place so the desired outcome is achieved. Evaluates outcomes of steps and/or processes, and where necessary, adjusts plans to ensure business objectives or goals are achieved.	Strategic	Provides broad direction with planning of major organisational change. Considers external and internal factors necessary for successful execution of plans. Ensures plans are outcome driven and that organisational objectives are met to high standards.
<b>Implements and Evaluates Strategy</b>	Interpreting the organisation's vision, mission and goals into a series of interrelated strategies that aim to change or improve the organisations market position, reputation and/or business outcomes.	Managerial	Utilises organisation vision, mission and goals to inform strategy development. Engages key stakeholders about strategy, ensuring objectives can be achieved within resource constraint. Monitors strategy and where necessary, makes changes.
<b>Professional and Technical Knowledge</b>	The competencies that directly relate to the position function. This may also directly relate to the well the position holders apply skills and knowledge against required qualifications or professional registrations	Strategic	Sets overarching direction to the organisation using intelligence, judgement and observations related to a specific field of practice or work. Adheres to professional, technical and legal frameworks in leading the delivery of organisations outcomes.
<b>Project/Program Management</b>	Project Management is carefully planning, organising, motivating and controlling resources to achieve specific goals. While Program Management is the process of managing several related projects, often with the intention of strategically improving an organisation's performance. This incorporates contract management for short term delivery of works.	Managerial	Breaks down overarching strategy into programs of work and interrelated projects. Interacts with stakeholders to influence planning and resource allocations. Plans, executes and controls multiple activities that lead to delivery of strategies.
<b>Relationships and Influence</b>	The ability to build and maintain successful, long-term and strategic relationships with people, with the aim of having a positive effect on their character, development and behaviour so to achieve best practice outcomes.	Strategic	Builds and maintains strategic stakeholder partnerships that shape organisational direction and strategy. Aligns the thinking and decision-making process of people to develop high-level roadmaps and plans for organisational success.

## Mandatory qualifications / requirements

- Bachelor Degree of Project Management/Business or equivalent knowledge coupled with broad extensive experience in successfully leading and delivering diverse high profile strategic programs/initiatives
- Expertise in contemporary contracting models and procurement practices
- Knowledge/experience of infrastructure development, organizational development and business improvement initiatives
- Strong organisational governance skills with a focus on risk management and compliance
- Excellent leadership, engagement and influencing skills to drive outcomes and high performing teams
- *Refer to Competencies*



	Business Services	EH&R	Infrastructure GC	Invest GC	Planning & Regulation	Services GC	SP&P
	<p><b>Business Services Improvement</b></p> <ul style="list-style-type: none"> <li>Bundall Accommodation*</li> <li>Flexible Modern Working</li> <li>Vehicle Utilisation*</li> <li>Depots*</li> <li>Procurement Transformation*</li> </ul> <p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>iTOM delivery</li> <li>IT Strategy &amp; Roadmap Delivery</li> <li>Target Architecture</li> </ul>	<p><b>ARRC – Stages 1-5*</b></p> <ul style="list-style-type: none"> <li>Stage 1 Pre-feasibility study (COMPLETED)</li> <li>Stage 2 - Sep 23 – Jul 25 Feasibility Study + Market Engagement</li> <li>Stage 3 – Aug 25 - Jul26 Decision Phase</li> <li>Stage 4 – 2026-2031 STP Construction (Sth site)</li> <li>Stage 5 – 2027-2032 ARRC Construction (Nth site)</li> </ul>	<p><b>Strategic Infrastructure</b></p> <ul style="list-style-type: none"> <li>Greenheart Stage 1</li> <li>Light Rail Stages 3 &amp; 4</li> <li>Surfers Paradise Revitalisation</li> <li>Bruce Bishop improvements</li> </ul> <p>• Outdoor Stage</p>	<p><b>HOTA/The Arts</b></p> <ul style="list-style-type: none"> <li>HOTA/Bond Film</li> <li>Theatre</li> <li>Music Hall*</li> <li>Yatala*</li> <li>Stadium</li> </ul> <p><b>Eco Tourism</b></p> <ul style="list-style-type: none"> <li>5-year strategy</li> <li>Spit Huts</li> <li>Cableway</li> <li>South Stradbroke</li> <li>Lifeguard Café</li> <li>Cruise Ship Terminal</li> </ul>	<p><b>City Planning &amp; Regulation</b></p> <ul style="list-style-type: none"> <li>City Planning Scheme*</li> <li>Permitting Review*</li> </ul>	<p><b>Service Improvement</b></p> <ul style="list-style-type: none"> <li>Cx*</li> <li>Civic Coomera Hub</li> <li>Community Facilities*</li> </ul>	<p><b>Signature Actions</b></p> <ul style="list-style-type: none"> <li>Certified Agreements*</li> <li>Health &amp; Wellbeing Plan</li> <li>People Plan*</li> </ul> <p><b>Target Operating Model</b></p> <ul style="list-style-type: none"> <li>Tx Roadmap Delivery</li> <li>Future Entity Review</li> <li>Tourist Parks</li> </ul>
	<ul style="list-style-type: none"> <li>Review Insurance</li> <li>Review Rates</li> <li>Review PINS charges</li> <li>City-wide Commercial Vehicle Safety Project</li> <li>Expand One Network</li> </ul>	<ul style="list-style-type: none"> <li>RRS Contract – Implementation</li> <li>Fire ants/mosquitoes</li> <li>Deliver ONC Action Plan</li> <li>Climate &amp; Resilience Action Plan (incl. Program AIR)</li> <li>RAP &amp; B2032 First Nations Legacy</li> </ul>	<ul style="list-style-type: none"> <li>Embed TOM</li> <li>Asset Mgmt Maturity</li> <li>Asset Masterplans update</li> <li>Delivery capability &amp; capacity uplift</li> <li>Engineering services – governance &amp; delivery model</li> </ul>	<ul style="list-style-type: none"> <li>Airport acquisition</li> <li>Major investment pipeline</li> <li>Affordable Housing Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>City Inspectorate Co-ordination Hub</li> <li>PD Online &amp; PDC replacement</li> <li>Develop Applications – process improvement</li> </ul>	<ul style="list-style-type: none"> <li>ICT systems upgrade</li> <li>Service GC strategies</li> <li>Pilot Service Integration</li> </ul>	<ul style="list-style-type: none"> <li>Work Health Safety system</li> <li>Finalise governance</li> <li>Implement P3M</li> </ul>