

APPLICANT PACK

General Manager

Walcha Council



RECRUITING FOR:



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Message from the Mayor



May 2025

Dear Candidate,

Thank you for your interest in the General Manager role at Walcha Council.

This is a significant appointment for our community and one that we approach with optimism and a clear sense of purpose. We're looking for a leader who will not only bring operational capability and strong local government experience, but who is also prepared to become part of the Walcha community and work closely with our Council to support and deliver for our residents.

Walcha is a proud rural town with a strong sense of identity and resilience. Our Council is newly elected, with six new Councillors who bring energy, ideas, and a shared commitment to responsible decision-making and honest governance. We've worked hard over recent years to strengthen our financial position, including securing a Special Rate Variation, and we're now focused on making sure that we deliver on the promises we've made—to the community, to the regulator, and to ourselves.

We know we've got work to do internally. Rebuilding staff morale, improving organisational alignment, and ensuring our capital program and service delivery meet expectations are all critical. But we also know we have good people, both in the community and within Council, and we're ready to back in a capable General Manager who can help us steady the ship and lead from the front.

We're looking for someone who will live locally, be visible and approachable, provide well-considered advice to Council, and work constructively across the organisation. This isn't a job for someone chasing the next big city role—it's a role for someone who values substance over spin and is ready to contribute meaningfully to a rural community.

If that sounds like you, we'd be pleased to speak further. Thank you again for your interest.

Sincerely,

Cr Eric Noakes
Mayor



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We acknowledge the Traditional Owners of the Walcha region and recognise their continuing connection to land, water and community. We pay respect to Elders – past, present and emerging – of the Dunghutti nation, and acknowledge the important role Indigenous Peoples continue to play within our community.



The Role

Walcha Council is seeking a grounded, financially astute and community-committed General Manager to lead the organisation through a period of stabilisation, internal realignment and strategic execution. This is an exceptional opportunity to serve a proud, close-knit rural community and embed strong operational disciplines, uplift workforce capability and confidence and ensure that Council delivers its service and infrastructure obligations with clarity and purpose.

The new GM will be the Council's key strategic leader and its most visible organisational figure—tasked with unifying elected members and staff, building community awareness and confidence in Council's services, and delivering against the long-term promises made to the people of Walcha.



The Organisation

Walcha Council serves a unique rural jurisdiction on the New England Tablelands, covering over 6,200 square kilometres with a population of around 3,000. Council provides a full suite of local government services across roads and bridges, water and sewer, waste, preschool, aged and community care, open space and regulatory and environmental services.

The Council operates within a context of tight financial constraints, modest rate revenue and increasing service delivery demands. The 2023–2032 Long Term Financial Plan and recent successful application for a Special Rate Variation (SRV) reflect a disciplined, realistic approach to financial sustainability, with community trust secured on the basis of fiscal prudence and delivery reliability.

Walcha is a conservative and resilient community. Residents expect respectful engagement, a straightforward leadership, and a GM who will live locally, show up in the community and take clear responsibility for the organisation's performance. The new Council, elected in late 2024, is motivated and aspirational and pragmatic in its approach. The Mayor and Council are seeking a leader who will build on the existing strategic platform while reinforcing financial discipline, building culture and morale and enhancing internal capability.



Strategic Context

This appointment presents an opportunity to lead Council at a time of renewal and consolidation. Following a period of change, the organisation has established a sound strategic foundation through its current Delivery Program. With many of the building blocks now in place, the focus is shifting to consistent execution and strengthening delivery outcomes across the board.

The Mayor and Council see the appointment of the new General Manager as an opportunity to reinforce their commitment to the community, to strengthen the community's connection to the Council organisation and align the organisation to vision and strategy. In terms of internal focus, the Council is seeking a leader who will strengthen team cohesion, improve role clarity and create a performance culture.

At the same time, the Council is preparing to assume new responsibilities—most notably in its acquisition of an aged care facility and in its engagement with renewable energy proponents—requiring a General Manager who has both commercial acumen and strong strategic program and project oversight.

The next General Manager will play a pivotal role in guiding the organisation into a more stable and confident future—strengthening operational controls, rebuilding trust and embedding the foundations for consistent performance. This is a role for a grounded, delivery-focused leader—someone who brings transformation not just through vision, but through action, reliability and results.



Immediate Organisational Priorities

The first 18–24 months of the role will focus on execution, stabilisation and performance management:

1. Deliver on Financial Commitments and SRV Obligations

- Ensure delivery of infrastructure and service levels promised under the SRV agreement, including the commitment to maintain \$1 million in reserve annually.
- Embed budget discipline and provide high-quality, real-time financial reporting to Council.
- Actively pursue own-source revenue opportunities while maintaining a focus on cost control.

2. Reset and Align the Organisation

- Conduct a detailed organisational review to ensure the structure supports delivery, accountability and staff development.
- Build a cohesive and high performing ELT and organisational unification and clarity of roles, responsibilities and reporting lines.
- Lead the organisation's staff through strong leadership, characterised by visibility, presence and by fostering a respectful and performance-oriented workplace culture.

3. Uplift Internal Capability

- Drive staff development through mentoring, training and the identification of leadership potential within the current workforce.
- Invest in internal capability, particularly in infrastructure services and project management.

4. Rebuild Council-Community Connection

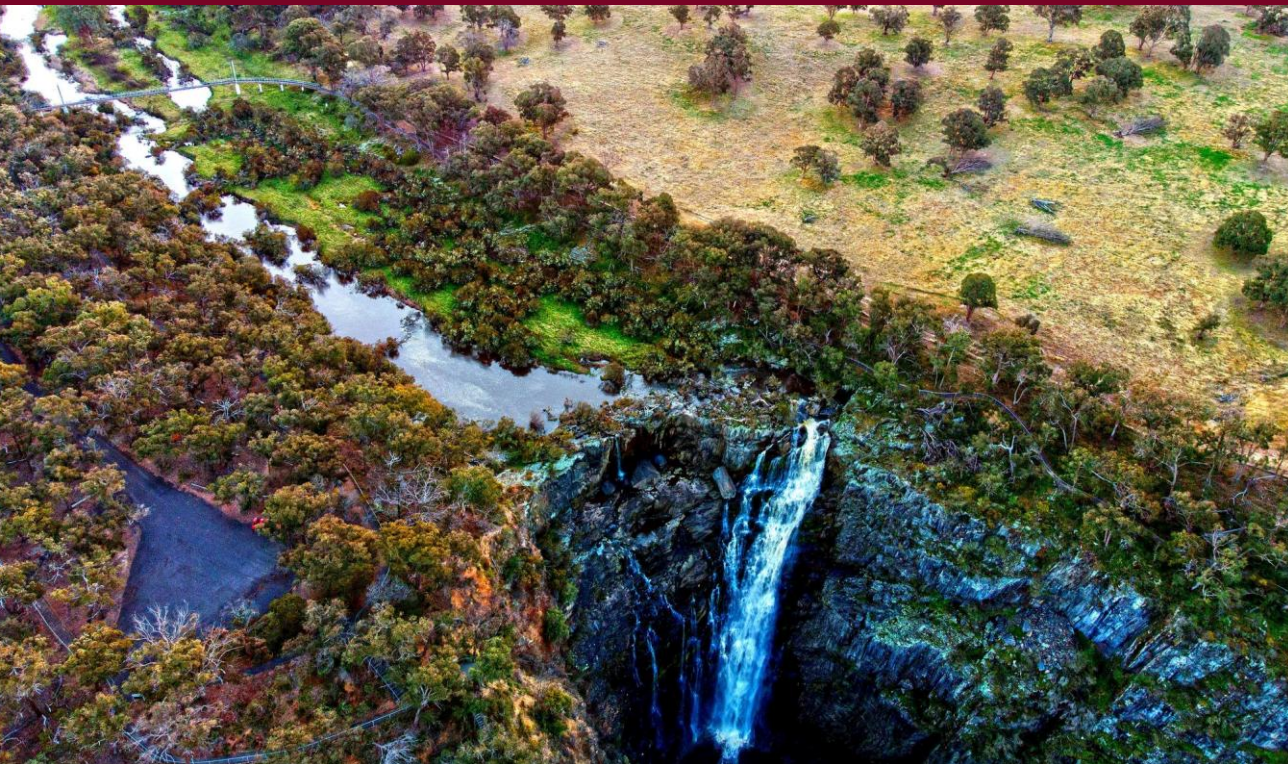
- Be a visible leader in the township and villages—attending community events, shopping locally and fostering respectful civic engagement.
- Improve external communication so that residents understand what Council does, why it matters and how it is performing.
- Support Councillors in articulating Council's direction to the community in a clear, united voice.

5. Governance and Councillor Support

- Provide professional, timely and written advice to Council on strategic, financial and operational matters.
- Lead a structured induction and professional development process for Councillors, with a focus on statutory responsibilities and policy development.
- Build a shared understanding of the line between operational delivery and democratic oversight.

6. Prepare for Future Complexity

- Provide oversight of Council's engagement with Renewable Energy Zone (REZ) stakeholders, ensuring that development aligns with Walcha's values, infrastructure delivery capacity and community and economic development goals.
- Manage the transition of aged care responsibilities into Council's portfolio, applying a rigorous commercial lens and care-focused service ethos.



Candidate Profile

The preferred candidate will be a confident, practical and hands-on executive with a proven ability to lead operationally focused councils in regional or rural settings. A clear communicator and respected leader, the GM must be capable of taking charge—without ego—and creating the conditions for others to succeed.

- **Local Government Leadership Experience**

Demonstrated success in a comparable local government environment, with clear examples of stabilising delivery, managing small or resource-constrained teams and executing capital programs in alignment with community expectations.

- **Operational and Financial Competence**

Strong budget management skills, including a track record of managing within constraints, improving financial reporting systems and ensuring delivery on financial commitments. Experience managing or overseeing service businesses (e.g., water, waste, aged care) will be highly regarded.

- **Cultural and People Leadership**

Evidence of building high-performing teams through clear leadership, honest feedback and a structured approach to performance management. A leadership style that balances firmness with humility and is visible and present with all levels of the organisation.

- **Community-Centred Mindset**

A commitment to living in Walcha and engaging socially with the community. Ability to explain Council's decisions and services in language the community respects and understands.



- **Governance Literacy**

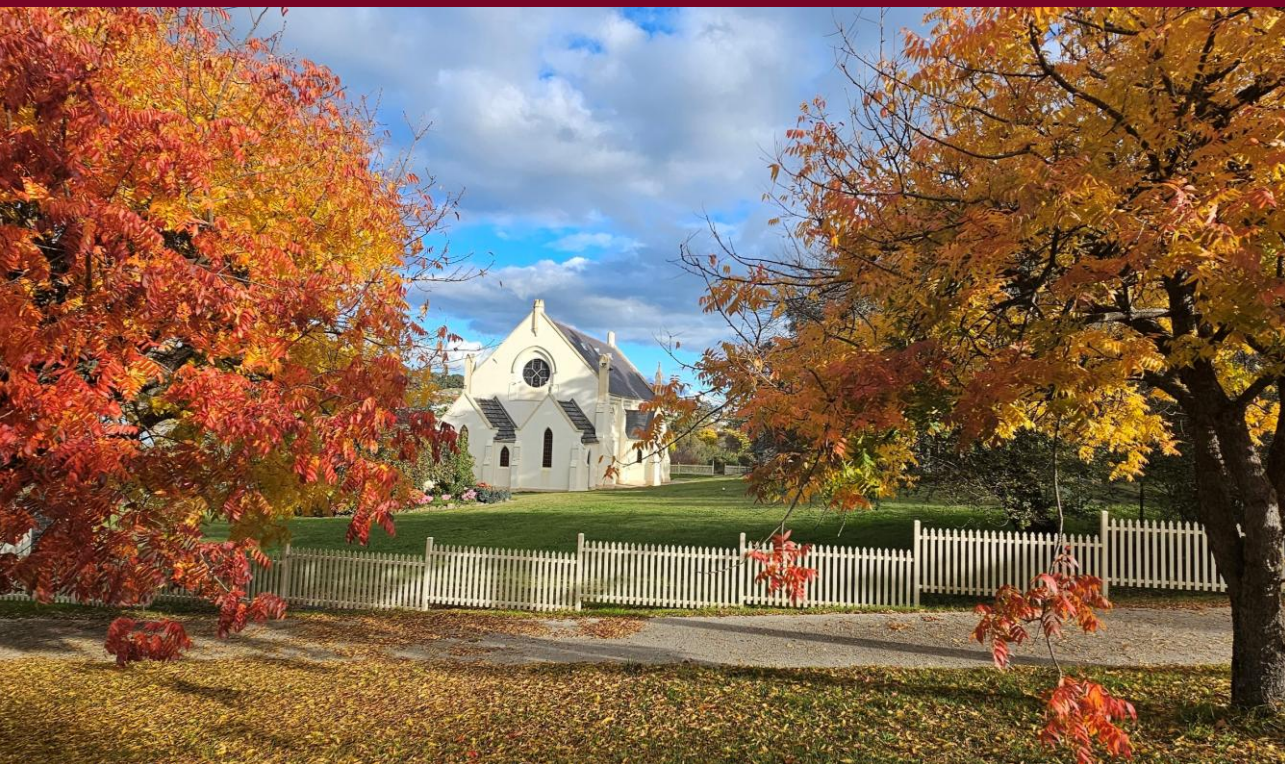
A deep understanding of the Integrated Planning and Reporting framework and the statutory and political responsibilities of local Councillors. Ability to provide sound strategic advice and maintain the professionalism of Council proceedings.

- **Growth and Learning Orientation**

A personal commitment to continuous improvement, both for the organisation and self. Willingness to access external training, mentor others and adjust based on evidence and reflection.

- **Strategic Readiness**

Capable of positioning the organisation to navigate external complexity including energy transition, changing demographic needs and opportunities for local economic development.



Organisational Culture and Values

The organisation responds best to leaders who are present, respectful and direct. Staff value leaders who understand what it takes to deliver services in a small, rural council and who are prepared to lead from within, not above. The GM must set expectations, draw clear boundaries and reward effort and accountability.

Councillors are seeking a true partner—someone who will advise, support and lead with clarity and integrity. The Councillors are keen to work with their GM and staff in a productive partnership, characterised by unity and trust. This role is not suited to those seeking a high-level “hands-off” position removed from daily operations. The successful candidate will be equally comfortable in the Council chamber, at a depot or at a community meeting.

Walcha Council presents a rewarding challenge for a capable and committed leader ready to take ownership of performance, culture and community trust. The strategic framework is in place and the Mayor and Council are seeking a GM who offers focused delivery, clear leadership and a personal style that exemplifies energy, care and respect.

Applications are invited from suitably qualified professionals with a demonstrated commitment to regional local government, a reputation for high-performance leadership and the personal discipline to steward this important organisation forward.



Remuneration

Joining Walcha Council means becoming part of a dedicated and supportive team within a close-knit rural community. You'll be welcomed into an environment that values equity, participation, sustainability and inclusion—principles that guide everything they do for their people and region.

In recognition of your contribution, the successful candidate will receive a Total Remuneration Package (TRP) that is competitive, and negotiable based on skills, qualifications and experience.

Benefits of the role include:

- Salary circa \$300 000 TRP including superannuation and vehicle
- Housing available for Rent



About Council

The Walcha Council region is renowned as the "Pasture Wonderland," celebrated for producing some of the country's finest livestock and globally recognised for its high-quality superfine wool.

Nestled in the New England region of New South Wales, Walcha Shire spans over 6,400 square kilometres, and is predominantly rural, with the town of Walcha serving as the largest settlement and the administrative centre of the area. Smaller towns and villages within the Council include Walcha Road, Nowendoc, Yarrowitch, and Woolbrook.

Population and Geography

With an estimated population of 3,000, the region is known for its rolling hills, agricultural lands, and a climate that supports livestock farming, particularly cattle and sheep. The area also includes expansive pine plantations, contributing to the local forestry industry.

Industry and Economy

Agriculture and forestry drive the local economy, with cattle, sheep farming, and pine plantation management at the core. Tourism, retail, and healthcare services also provide economic support.

Walcha Shire Council Operations

The Council is made up of eight elected Councillors who represent the community and make key decisions. The Mayor, elected by the Councillors, leads the Council. The General Manager oversees daily operations, ensuring efficient service delivery.

Walcha Shire Council is committed to financial sustainability, guided by its Long-Term Financial Plan, balancing community needs with fiscal responsibility. Council services encompass infrastructure, water and sewerage, waste management, community care and environmental services. Additionally, the Council operates Walcha Preschool, a community-based early childhood education centre and the Apsley Riverview Aged Care, a residential aged care facility providing comprehensive support for older residents.

Council meetings are held regularly, providing the community a chance to engage and influence decision-making. This ensures transparency and accountability in Council operations.



Links to Council Information



Corporate Plan – Walcha 2032 Community Strategic Plan

Vision:

“To create a vibrant and sustainable environment in which people want to live, work and play.”

Purpose and Structure of the Plan:

Walcha 2032 outlines the community’s long-term aspirations and provides a strategic framework to guide Council decisions, resource planning and service delivery. It promotes transparency, accountability and ongoing community engagement. The Plan is structured around **eight interrelated themes**, each with defined goals and strategies focused on achieving social equity, environmental sustainability and economic resilience.

Key Challenges Identified:

- Declining population and volunteer succession
- Funding limitations
- Retaining families and young people
- Transport and health service access
- Environmental sustainability and climate change
- Governance and Council performance

Strategic Themes and Goals:

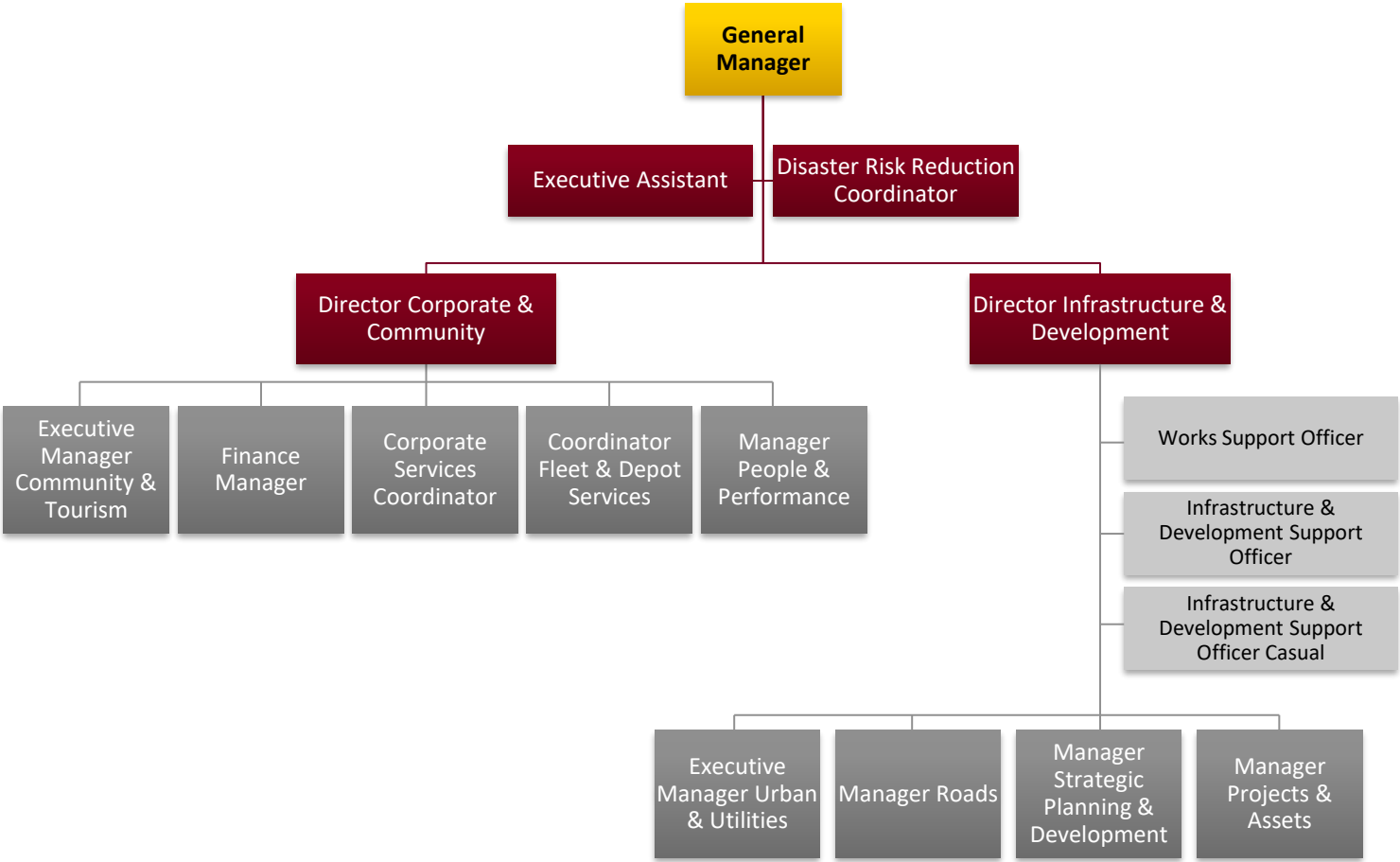
1. **Transport** - The goal is for Walcha to be serviced by an integrated and efficient transport network. This includes maintaining local road and bridge infrastructure, improving regional road links and enhancing pedestrian and cycling facilities. It also prioritises advocacy for better public transport.
2. **Business and Jobs** - Commercial and tourism development is encouraged, provided it aligns with the region’s natural and social character. The Council aims to attract new businesses, support existing enterprises and promote local employment opportunities.
3. **Health** - Walcha’s health strategy focuses on securing accessible and locally managed health and wellbeing services. Maintaining partnerships with service providers and advocating for sustainable healthcare access is a key priority.
4. **Education and Training** - Council supports the expansion of education and skills development opportunities, especially those aligned with the region’s employment needs (e.g., agriculture, trades). There’s also a focus on youth retention and lifelong learning.
5. **Stronger Community** - Social inclusion, cultural identity and intergenerational support are central here. The Plan includes strategies to support Aboriginal communities, encourage youth engagement, promote arts and recreation and build community resilience to natural disasters.
6. **Local Environment and Liveable Communities** - The protection and enhancement of Walcha’s unique natural and built environments are key. Waste reduction, sustainable water and sewer services and renewable energy development are identified priorities. Maintaining the character of Walcha’s villages and rural land is also vital.
7. **Keeping People Safe** - This theme addresses the need for well-resourced police and emergency services. The Council aims to ensure a safe living environment through effective partnerships and local planning for disaster preparedness.
8. **Better Government** - Council commits to inclusive governance characterised by transparency, mutual respect and open communication. Financial sustainability, boundary reviews and the pursuit of diversified revenue streams (beyond rate funding) are ongoing objectives.

Development and Engagement:

Originally adopted as Walcha 2027 in 2011, the plan has been reviewed through extensive community consultation in 2013, 2017 and 2022. The current Walcha 2032 reflects input from over 30 groups, including schools, youth, Aboriginal representatives, emergency services, community groups and local businesses—ensuring the plan is community-driven and aligned with local values and aspirations.

Source: “Walcha Council Community Strategic Plan 2032” – Walcha Council.

Organisational Structure





Living in the Region



Housing

Walcha offers a range of affordable housing options, from charming heritage homes in the town centre to modern residences and rural lifestyle properties on larger blocks. The region's low cost of living compared to metropolitan areas makes it an attractive choice for individuals and families looking for space, tranquility, and a strong sense of community. Whether you're after a family home, a hobby farm, or a quiet country retreat, Walcha provides diverse housing choices in a picturesque setting.



Educational Facilities

Walcha Shire offers access to primary and secondary education through Walcha Central School, which caters to students from Kindergarten to Year 12. St Patrick's School provides primary education in a Catholic setting. Several public primary schools also operate in surrounding villages, including Kentucky, Niangala, Woolbrook, and Yarrowitch. For tertiary education, residents typically travel to Armidale or Tamworth, where a range of vocational training and university-level courses are available.



Healthcare

Walcha Shire offers essential healthcare services through the Walcha Multi-Purpose Service (MPS), located at 11 Middle Street. This public hospital provides 24 beds—comprising 9 acute care beds and 15 high-care residential aged care beds—and offers services such as general medicine, emergency care, dental services, and community health support. The Walcha General Practice Clinic complements these services by providing general medical care to the community. Apsley Riverview Aged Care also supports the region's aged care needs, offering residential care in a comfortable and supportive environment. For more comprehensive medical needs, residents have access to larger hospitals in nearby cities, including Armidale Rural Referral Hospital and Armidale Private Hospital (approximately 60 km away), and Tamworth Rural Referral Hospital and Tamara Private Hospital (about 77 km from Walcha).



Living in the Region



Shopping & Dining

The area offers a variety of shopping and dining options that cater to both residents and visitors. Essential retail services are available, including grocery stores, hardware suppliers, and specialty shops. Dining options include several cafes and restaurants serving Australian cuisine, homemade meals, and baked goods. Classic pub fare can be enjoyed in historic settings, while local clubs and hotels provide bistro-style meals and a mix of international specials and traditional favourites. These venues contribute to the welcoming atmosphere of the community and serve as popular gathering spots for locals and visitors alike.



Sports & Recreation

Walcha Shire offers a diverse range of sports and recreational facilities catering to various interests. Local clubs include the Walcha Rugby Union Football Club, Walcha Boleros Netball Club, and the Walcha Golf Club. The Walcha Bowling & Recreation Club provides two bowling greens and hosts social and competition bowls. Fitness enthusiasts can access the Walcha Community Gym and squash courts, both requiring membership for entry. Outdoor activities are abundant, with facilities like the Walcha Swimming Pool, Walcha Showground, and John Oxley Playing Fields supporting various sports. For nature lovers, nearby Oxley Wild Rivers and Mummel Gulf National Parks offer opportunities for bushwalking, fishing, and camping. Additionally, the Walcha Racecourse and Walcha Gun Club cater to specific sporting interests.



Getting Around

Walcha Shire offers various transport options for residents and visitors. The Walcha Taxi Service operates locally, providing convenient transport around the town. Community transport services include weekly bus routes to Armidale every Tuesday and to Tamworth on the last Friday of each month, as well as a local Access Bus service every Thursday for Walcha and Summervale residents. Walcha Road Station, located approximately 20 km from the town, is serviced by daily NSW TrainLink trains connecting Sydney and Armidale. Walcha Airport accommodates light aircraft, while larger commercial flights are available from nearby Armidale Airport (approximately 50 km away) and Tamworth Airport (around 72 km away).

Discover Walcha



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

Note: 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.



Evaluation Process

Leading Roles and Walcha Council 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. Walcha Council may elect to undertake further interviews as required.

Preferred / shortlisted applicants may be required to undertake psychometric assessments to assist in understanding the working preferences and attributes and potential fit to the role. You will also be required to undergo a criminal history check, VEVO “right to work” check as well as financial probity checks.



Indicative Timeframes



Applications Open

- Week Commencing Monday 5 May 2025



Applications Close

- 5:00 pm Wednesday 28 May 2025



Initial Assessment

- Week Commencing 26 May 2025



Council Interviews

- Week Commencing 9 June 2025

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

What Happens Next?

At Leading Roles, we prioritise candidate care and engagement throughout the recruitment journey. The process typically takes 6 to 8 weeks, from submission of your application, and we strive to keep you informed with regular updates.

While feedback may not be immediate, we assure you that we will contact you with updates and relevant information as soon as possible. The schedule below indicates when you will hear from us. Thank you for your understanding as we carefully manage a high volume of applicants and coordinate with client schedules.

Stage	What to Expect
Week 1-3 Application Stage	<ul style="list-style-type: none">• Application Acknowledgment: Prompt acknowledgement of your application.
Week 4 Initial Interviews	<ul style="list-style-type: none">• Applicant Review: We work closely with our clients to determine longlisted applicants that match the requirements for the role.• Video Conference Interviews: Initial interviews with longlisted applicants.• Feedback: Shortlisted applicants agreed with client. Feedback provided to applicants.
Week 5 & 6 Client Interviews	<ul style="list-style-type: none">• Preparation: Shortlisted candidates receive a briefing prior to client interview.• Panel Interviews: Consultants facilitate client interviews, at the discretion of the client, online or in-person.• Feedback: Post-interview feedback provided to candidates.
Week 5 & 6 Verification	<ul style="list-style-type: none">• Checks: Simple online verification, including:<ul style="list-style-type: none">◦ Reference Checks◦ Criminal History and Right to Work Checks◦ Psychometric Assessments (if requested by client)
Week 6 Offer & Negotiation	<ul style="list-style-type: none">• Negotiation: Consultant to support salary negotiations.• Engagement: Direct candidate engagement with the Council for contract questions and onboarding.
Week 6 to 8 Project Finalisation	<ul style="list-style-type: none">• Future Opportunities: If unsuccessful, with your permission, you'll be added to our Talent Pool for future opportunities.
Post Placement	<ul style="list-style-type: none">• Check-in: Regular check-ins throughout the first year.



MARK OGSTON

Chief Executive



Mark founded Leading Roles in 2012 to provide specialist assistance in recruitment and human resource related projects for councils, and he is a passionate advocate for the development and performance of the local government sector.

Mark leads all our client engagement, the Leading Roles recruitment team and undertakes executive level recruitment projects for the company.

CONTACT

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Client Rating



Candidate Rating





ATTACHMENT

Position Description

POSITION DESCRIPTION:

General Manager



Date of Revision:	March 2023
Position Code:	
Reports To:	Mayor
Location Address:	2W Hamilton Street, Walcha
Accountable to:	Council
Position Type:	Permanent Part Time

Position Summary

The General Manager is Council's principal Staff officer, exercising overall management responsibility for Council's operations.

The General Manager:

- Acts as the primary link between Councillors and the organisation and is responsible for providing assistance to Councillors in developing policy.
- Provides leadership to staff in achieving Council objectives.
- Oversees the financial management of the Council.
- Communicates and promotes Council's policies to the community it serves.

Position Responsibilities and Performance Measures:

Works with Council

1. To advise Council and the Mayor on policy matters.

- Review, update and recommend policy;
- Continually research changes in Local Government and relevant industry related legislation.
- Provide all necessary support to the Mayor in carrying out his/her duties.
- Attend and contribute to Council Committees as required.
- Provide oral and written advice to Council.
- Recommend policy directions to Council based on assessment of the local economic, environmental, social climate and opportunities.
- Interface with community groups, representatives and ratepayers by personal liaison.
- Assist in the administrative management of Council meetings.

Performance Measures:

- Policy recommendations go to Council to an agreed schedule, advice is current and available to elected member satisfaction.

General Manager



- All reasonable Mayoral requests are met within Council Policy.
- Attendance and contribution to all Council Meetings and required committee meetings.
- Effective liaison with community groups, representatives and ratepayers.

2. To provide an interface between employees and Council.

- Monitor reports and other information provided by Staff to Council.
- Make information, policies, resolutions and requests available to Staff from Council.

Performance Measures:

- Correct, timely and consolidated information flow to Council.
- All action items addressed within a month or to an agreed schedule.
- Staff to provide up-to-date information.

Manages the Organisation

3. To provide planning.

- Ensure preparation of the annual Operational Plan and Delivery Program.
- Ensure the organisational structure is functional.
- Ensure appropriate delegations are in place.
- Manage and control the organisation in a cost effective and operationally efficient manner in accordance with Council's policies/resolutions, approved annual operating plan and budget to achieve the Community Strategic Plan.
- Keep Council informed about progress on the Operational Plan.
- Ensure Council is aware of the medium to long-term commercial options available to it and to enable it to foster growth in the community.
- Ensure the management of the use of plant, equipment and people to achieve the Operational Plan.

Performance Measures:

- Plans presented as required by the Act.
- Structure and delegations reported to Council annually.
- Council is informed of its commercial options and how it might foster growth in the community.
- Operational Plan being achieved effectively and efficiently and reported periodically each year.

General Manager



4. To provide financial management.

- Ensure preparation of Council's Annual budget.
- Ensure proper use and care of Council's assets.
- Keep Council informed of its financial position.
- Manage the non-budgetary requirements of Council.
- Ensure the organisation operates within budget.
- Effect such mechanisms that ensure continuing productivity in the discharge of Council's responsibilities.

Performance Measures:

- Draft budget submitted as required by the Act.
- Accounting Standards implemented to schedule.
- Appropriate use of financial delegations.
- Finance reported periodically each year.
- The program adopted through the budget is achieved, and cost effectiveness and productivity are demonstrated.

5. To provide people management.

- Provide leadership by being visible and positive.
- Ensure decision making processes are appropriate.
- Communicate decisions and all other relevant information to staff through their directors / managers.
- Oversee and support the introduction of job and work design programs.
- Develop and implement improved performance management systems.
- Provide development opportunities for staff.
- Promote equitable work practices.
- Promote a safe and healthy workplace.
- Provide an internal procedure for managing disputes and grievances.
- Positively motivate staff.
- Positive relationships are established with the Council, management team and staff.

Performance Measures:

- General Manager is visible in the organisation.
- Decisions are made at the right level.
- Appropriate consultative processes are in place.
- Performance feedback and development processes in place and reported to Council.

General Manager



- Equal employment opportunity and workplace health and safety matters are properly undertaken as required by the legislation and good management practice.
- Grievance procedures are in place.
- Positive relationships with the Council, management team and staff.
- Staff are motivated to achieve stated objectives.

Manages the Administrations Dealings with the Community and other Government Bodies

6. To provide an effective public contact facility for residents and other clients of Council.

- Ensure the organisation's counter and other public contact activities are professional.

Performance Measures:

- Contacts are courteous, timely and accurate.

7. To be a spokesperson for the Council in its dealings with the community and the media, subject to consultation with the Mayor.

- Disseminate information to the media in accordance with Council's policy.
- Address community groups on request.
- Ensure effective public relations practice.

Performance Measures:

- Media reports cover all major Council initiatives.
- Informed, professional presentations are provided on request.
- Council's achievements are publicised.

8. To maintain a safe public environment.

- Ensure proper management of Council's risk management program.

Performance Measures:

- An appropriate risk management program is in place to minimise public liability claims.

General Manager



9. To develop and maintain Council's contacts with community, governmental and business bodies.

- Be a member of external committees as approved by Council
- Actively seek out the stakeholders in Council affairs and ensure that Council policy is made known to them.
- Ensure Council is aware of all relevant matters which may impact on its activities and policies.
- To interface with community groups, representatives and ratepayers by personal liaison, response to submissions and representations, as and when required in the interests of Council.
- Establish and maintain effective relationships with State and Federal parliamentary members, relevant departments and agencies, with a view to securing beneficial outcomes for Council.

Performance Measures:

- Appropriate attendance at all required meetings.
- Community, governmental and business groups are aware of Council's position.
- Information relevant to Council's policy making is reported to Council.
- Appropriate personal liaison and responses are made in Council's interest.
- Relationships established with government.



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