

APPLICANT PACK

Manager Governance

Central Highlands Regional Council



RECRUITING FOR:



CONTACT

Mark Ogston

Chief Executive

Leading Roles

 0407 674 412

 mark.ogston@leadingroles.com.au

Contents

| | | |
|---|--|----|
| ↗ | The Role | 3 |
| ↗ | About Central Highlands Regional Council | 10 |
| ↗ | Living in the Region | 13 |
| ↗ | Recruitment Processes and Timeframes | 15 |
| ↗ | Contact | 17 |
| ↗ | Attachment: Position Description | |

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



The Role

Central Highlands Regional Council is seeking a Manager Governance to lead a portfolio that underpins the organisation's accountability, resilience and long-term success. The role is responsible for enterprise risk, audit and assurance, corporate planning and reporting, policy frameworks, and integrity management.

Reporting to the General Manager Commercial and Corporate Services, the Manager Governance will be a trusted advisor to the Executive Leadership Team, will ensure that governance frameworks support good decision-making and lead a capable team that delivers high-quality services across the organisation.



Context for the Role

Council currently has strong governance systems and a reputation for high-quality reporting and oversight. The focus now is to strengthen these systems by embedding processes that are consistent, practical and easy for managers, staff and Councillors to use.

One of the most significant priorities in the first year will be supporting the review of the Council's corporate plan. The Manager Governance will guide this process by facilitating workshops with Councillors and the Executive Leadership Team, ensuring planning and reporting frameworks are in place, and creating the conditions for strategy to be developed and delivered effectively.

This is a leadership role that influences across the organisation. Council is looking for someone who can partner with managers, staff and Elected Members to make governance accessible and meaningful. The emphasis is on enabling and supporting others, building trust and ensuring governance is seen as a driver of better outcomes, not just compliance.

Leadership Opportunity

The Manager will oversee a small governance team of three. The team is motivated and capable but relatively junior, and will benefit from strong guidance, mentoring and professional development. The incoming Manager will also have the opportunity to recruit into a senior governance position, further strengthening the team's capability.

The Information Management team of 3 will join the portfolio, providing a broader platform for leadership.

The leadership style sought is calm, approachable and facilitative. Council needs a leader who can explain complex requirements in plain language, coach staff to grow and build strong, respectful relationships with Councillors, executives and peers.



Strategic and Leadership Contribution

The Manager Governance will:

- Act as a key advisor to the Executive Leadership Team and Councillors on governance, risk, compliance and integrity.
- Ensure corporate and operational planning processes are robust, transparent and aligned to community priorities.
- Influence organisational culture by championing integrity, accountability and collaboration.
- Position governance as an enabling function that builds trust and supports better outcomes for council and the community.

Key Responsibilities

- Provide advice and guidance to the Executive Leadership Team and Councillors on governance, risk, audit and compliance.
- Lead the integration of governance frameworks with council's corporate and operational planning and reporting.
- Oversee enterprise risk management, internal audit and business continuity planning.
- Manage the governance budget and deliver services that are efficient and value-driven.
- Guide the development and review of corporate policies and procedures, ensuring they are clear and practical.
- Lead integrity management, including complaints, fraud, corruption and statutory applications.
- Mentor and develop the Governance Team, building capability and confidence.
- Build strong internal and external relationships and represent council in governance networks.



Skills and Experience

- Strong leadership experience in governance, ideally within local government.
- Expertise in enterprise risk, audit and assurance, corporate planning and integrity management.
- Ability to simplify complex requirements and turn them into practical solutions.
- Excellent communication skills and the ability to build trust with Councillors, executives, staff and external partners.
- Experience in coaching and mentoring staff to develop capability and resilience.
- Tertiary qualifications in governance, business or other related discipline.

Culture and Organisation

The Commercial and Corporate Services directorate is highly regarded for being capable, collaborative and service-focused. Governance is valued across council, and Councillors and executives expect high standards and constructive support.

Council's culture is professional and positive. Staff are motivated by the opportunity to deliver meaningful outcomes for the community, and governance is seen not as a compliance hurdle but as a way of making the organisation stronger and more effective.



Location and Lifestyle

The Central Highlands is a thriving regional area with Emerald as its hub. The region offers excellent schools, modern amenities and affordable housing, alongside a welcoming community. Residents enjoy short commutes, access to outdoor recreation and a balanced lifestyle that supports both career and family life.

For professionals seeking both challenge and lifestyle, the Central Highlands provides a unique opportunity, combining senior leadership responsibility with the benefits of living in a connected regional community.

The Opportunity

This is an opportunity for a governance leader to influence across the organisation and make a genuine impact. The Manager Governance will help shape council's planning and risk frameworks, guide integrity and accountability and lead a team that supports the delivery of outcomes for the community.

For the right candidate, it offers senior influence, professional challenge and the lifestyle advantages of living in the Central Highlands.



Key Selection Criteria

- Demonstrated leadership experience in governance, including managing teams and building capability.
- Strong technical expertise in risk management, audit, integrity and corporate planning.
- Proven ability to simplify complex requirements and deliver practical, user-friendly solutions.
- Excellent communication and interpersonal skills, with the ability to influence and build trust across all levels.
- Relevant tertiary qualifications and the capacity to meet the requirements of the role.

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.



Remuneration & Benefits

Joining Central Highlands Regional Council will see you welcomed into a supportive and thriving environment within an experienced and dedicated team. You will be part of a community that values respect and integrity, accountability and transparency, providing value and commitment and teamwork.

Benefits for this role include:

The total remuneration package for this position is in the range of \$213,000 to \$239,000 per annum, which includes:

- Base salary
- 14.25% superannuation
- Private use of a motor vehicle

Additional benefits include:

- Relocation assistance of up to \$10,000
- Accommodation support
- Attractive leave arrangements, including rostered days off

This is an office-based role where presence and collaboration are important, although some flexibility in hours is supported.

**Why Work for Central Highlands
Regional Council**



About Council

Central Highlands Regional Council stands out for its strategic location and significant contribution to Australia's inland transport network. Positioned on major freight routes, including the north-south link between Charters Towers and northern New South Wales, the region serves as a crucial inland transport alternative between Cairns and Melbourne.

The Central Highlands region covers approximately 60,000 square kilometres and extends from Arcadia Valley in the south to the Peak Ranges in the north and from Boolburra in the east to Bogantungan in the west. The region encompasses 13 communities, including Capella, Tieri, Bluff, Duaringa, Blackwater, Dingo, Comet, Emerald, Gemfields, Springsure, Rolleston, Bauhinia and Arcadia Valley, serving a population of approximately 29,000 residents.

The council administers over \$1.1 billion in assets, which include nine library branches, six aquatic centres and seven customer service centres. They maintain 5,163 km of roads and 191 parks and open spaces, including the botanical gardens in Emerald, the linear parkland in Capella and the Japanese Gardens in Blackwater.

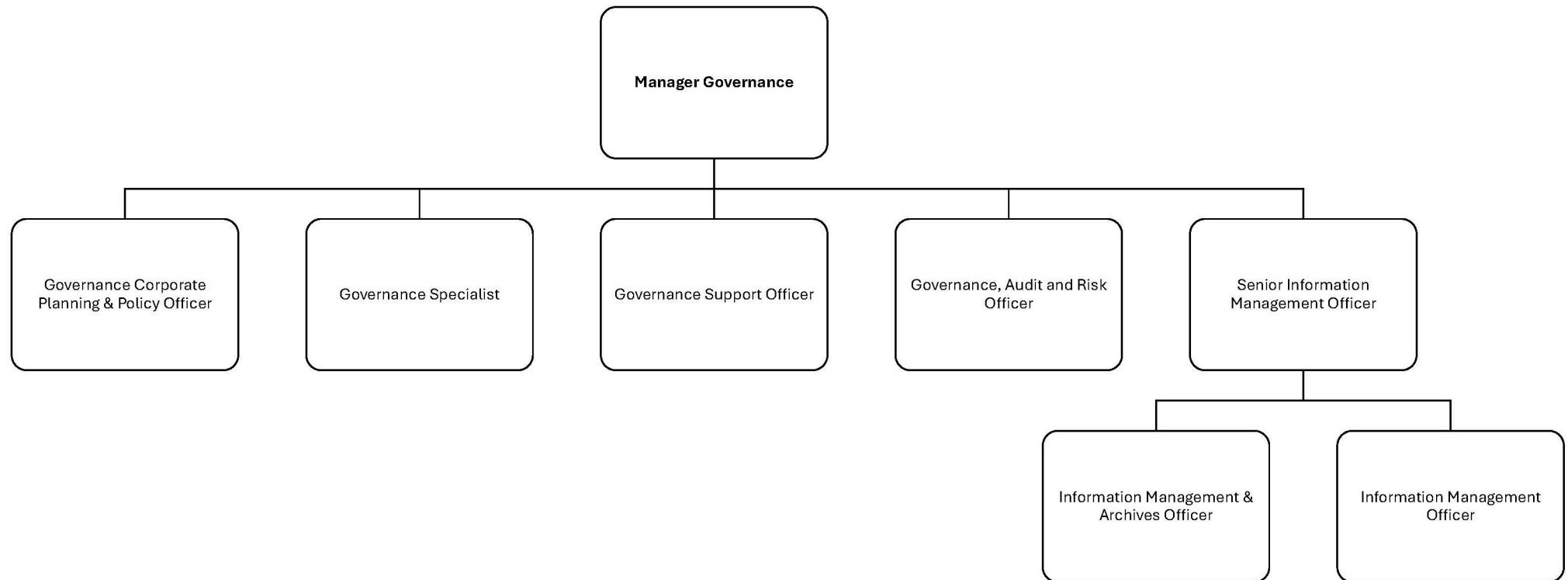
Central Highlands Regional Council is structured into five operational departments: Communities, Infrastructure & Utilities, Commercial and Corporate Services, the CFO Office, and the Office of the CEO. The council is governed by a Mayor and eight Councillors, who represent various districts within the region. The council employs 441 staff members dedicated to maintaining and enhancing the region's infrastructure and services.

The council's financial position, as reported in the 2022-23 annual report, includes \$1.705 billion in equity, \$1.832 billion in total assets, and \$127 million in liabilities.

Links to Council Information



Organisational Structure





Living in the Region



Housing

Housing in the Central Highlands region offers a variety of options to suit different lifestyles and needs. Residents can choose from urban living in towns like Emerald and Blackwater, which provide a range of modern homes, apartments and rental properties, to more rural settings in communities like Capella, Springsure and Rolleston, where larger properties and pastoral lands are available.



Educational Facilities

The Central Highlands region boasts a comprehensive range of educational facilities, ensuring quality education for all age groups. There are numerous primary and secondary schools spread across the region, including in towns like Emerald, Blackwater, Capella and Springsure, providing accessible education close to home. Emerald hosts the region's largest secondary school, offering diverse programs and extracurricular activities. For higher education, Central Queensland University has a campus in Emerald, delivering tertiary education and vocational training programs.



Healthcare

The area is served by multiple hospitals, including Emerald Hospital, which offers a range of medical services and emergency care. Additionally, there are healthcare centres and clinics in towns like Blackwater, Capella, and Springsure, providing general medical services, specialist care, and allied health support. Community health programs and services, such as maternal and child health, mental health and aged care, are also available to meet diverse healthcare needs. The region is dedicated to delivering quality healthcare through well-equipped facilities and a network of skilled healthcare professionals.



Living in the Region



Shopping & Dining

Emerald serves as the main retail hub, featuring major supermarkets, specialty stores and shopping centres, ensuring access to a wide variety of goods and services. The smaller towns, including Blackwater, Capella and Springsure, provide local shops and markets for everyday needs. Dining options in the region are equally varied, with an array of cafes, pubs and restaurants serving everything from casual meals to fine dining. Local eateries often showcase regional produce, offering a taste of the local flavors and hospitality that make the Central Highlands a unique place to live and visit.



Sports & Recreation

The region boasts a variety of modern sporting facilities, including well-maintained sports fields, swimming pools and fitness centers. Local clubs cater to diverse interests, offering everything from soccer and netball to cricket and rugby. For those seeking more leisurely pursuits, the Central Highlands provides numerous parks, walking trails and outdoor spaces perfect for hiking, picnicking and relaxation. Community events and sports competitions further enrich the recreational landscape, fostering a strong sense of camaraderie and active lifestyle in the region.



Getting Around

The region is well-serviced by major roads and highways, making it easily accessible by car. For those traveling from further afield, the nearest airports include Emerald Airport and Barcaldine Airport, which offer regular flights connecting to major cities. Public transport within the region includes bus services that connect key towns and communities, though services may be limited outside peak times. Additionally, regional rail services provide another option for travel, linking the Central Highlands with broader Queensland.



**See what the region and a
career with Central
Highlands Regional
Council has to offer**

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 Key Selection Criteria ([page 8](#))

Evaluation Process

Leading Roles and Central Highlands Regional 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. Central Highlands Regional 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 | • Wednesday 7 January 2026 |
|  Applications Close | • 5:00 pm Wednesday 28 January 2026 |
|  Initial Assessment | • Week Commencing 26 January 2026 |
|  Council Interviews | • Week Commencing 2 February 2026 (TBC) |

*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 agree 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 ChecksCriminal History and Right to Work ChecksPsychometric 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.

Client Rating



Candidate Rating



CONTACT

📞 0407 674 412

✉️ mark.ogston@leadingroles.com.au

🌐 leadingroles.com.au



ATTACHMENT

Position Description

| | |
|------------------------------|---|
| POSITION TITLE: | Manager Governance |
| POSITION NUMBER: | 10797 |
| AWARD: | Contract |
| AWARD CLASSIFICATION: | N/A |
| REPORTS TO: | General Manager Commercial and Corporate Services |
| DEPARTMENT: | Commercial and Corporate Services |

ABOUT US

Our vision

A progressive region creating opportunities for all.

Our mission

We are a council committed to continuous improvement, a sustainable future and efficient investment in our communities.

Our values

- Respect and integrity.
- Accountability and transparency.
- Providing value.
- Commitment and teamwork.

OBJECTIVE OF THIS ROLE

The purpose of this position is to lead, mentor and upskill Council's Governance Team, especially in the following areas:

1. Enterprise risk management
2. Audit & assurance
3. Business continuity
4. Policy and procedure development
5. Corporate planning & reporting
6. Integrity management
7. Aspects of administrative law (i.e. delegations, authorisations).
8. Information Management

This position will bring both significant governance technical expertise relevant to a local government environment as well as exemplary team leadership and development skills.

KEY RESPONSIBILITIES IN THIS ROLE

1. Strategic

- Provide expert advice to the Executive Leadership Team on governance, risk, integrity, and compliance matters.
- Lead the development and implementation of governance frameworks aligned with Council's Corporate and Operational Plans and legislative obligations.
- Monitor emerging trends in governance, risk, and integrity to ensure Council remains proactive and resilient.
- Drive the development and integration of strategic governance documentation with broader organisational strategies.
- Oversee the strategic planning and delivery of Council's internal audit program, business continuity framework, and enterprise risk management systems.
- Lead the development and implementation of Council's corporate and operational planning and reporting processes.
- Ensure Council meets its statutory reporting obligations and maintains a robust performance management system.

2. Operational

- Manage the Governance section's annual budget and ensure efficient, value-driven service delivery.
- Oversee the delivery of governance services including:
 - Enterprise Risk Management: Maintain risk registers, control systems, incident follow-up, and risk education programs.
 - Audit & Assurance: Deliver Council's audit universe, manage internal audits, and track audit actions.
 - Business Continuity: Develop and test continuity plans and implement improvement actions.
 - Policy & Procedure: Identify gaps, develop and review policies, and maintain the Policy Governance Framework.
 - Corporate Planning & Reporting: Facilitate planning workshops, monitor KPIs, and prepare performance reports.
 - Integrity Management: Manage complaints, fraud and corruption matters, elected member issues, and statutory applications.
 - Administrative Law & Governance Advisory: Provide advice on delegations, authorisations, and meeting compliance.
 - Information Management: Oversee records management and ensure legislative compliance.
- Lead special governance projects including election preparation and elected member onboarding.
- Develop and implement the annual business unit plan and ensure alignment with section plans.

3. Stakeholder Engagement

- Build and maintain strong relationships with internal and external stakeholders to support governance objectives.
- Collaborate with departments to co-develop policies, continuity plans, and risk treatments.
- Conduct staff and community workshops to support inclusive planning and consultation.
- Represent Council in external forums, professional networks, and industry engagements.
- Deliver education and training sessions to staff on governance, risk, planning, and integrity matters.
- Facilitate policy workshops with executive leaders and elected members to elicit feedback and discussion.

4. Leadership

- Lead, mentor, coach, and upskill the Governance team to ensure high performance and professional development.
- Foster a culture of integrity, transparency, continuous improvement, and service excellence.
- Promote awareness and understanding of governance responsibilities across Council.
- Champion a safe and compliant workplace, ensuring adherence to Council's health and safety standards.
- Actively participate in ongoing training and self-development to support continuous improvement for yourself and your team.

5. Training and Development

- To actively participate in ongoing training and self-development to achieve continuous improvement for yourself and council.

6. Safety

- Taking reasonable care for health and safety of yourself and others, complying with reasonable instruction and co-operating with CHRC policy and procedure per 'Duties of Worker' contained in the Work Health and Safety Act as amended.

Additionally, you may be required to conduct other duties as lawfully directed.

ABILITIES, SKILLS AND KNOWLEDGE REQUIRED

Mandatory:

- Demonstrated strategic and people leadership skills in medium-sized teams that interact with multiple stakeholders, preferably within a local government environment.
- Demonstrated experience in facilitating change, and/or improvements to deliver successful and significant business outcomes.
- Demonstrated analytical, conceptual and problem-solving skills with a high degree of initiative and flexibility.
- Excellent written and oral communications skills, including the ability to communicate with a range of stakeholders, including executive management and preferably councillors.
- Demonstrated ability to manage time, set priorities and manage workplans to ensure all deadlines are met.

Desirable:

- Experience in developing and reporting on key performance indicators.
- Sound knowledge and experience in stakeholder engagement processes.

QUALIFICATIONS, EDUCATION AND LICENCES REQUIRED**Mandatory:**

- Minimum of Queensland C class provisional driver's licence.
- Tertiary qualification(s) in a relevant discipline (i.e. business, governance, corporate planning etc.) and/or significant experience in a similar leadership role.

WORK ENVIRONMENT, PHYSICAL AND PSYCHOSOCIAL DEMANDS

This position requires the employee to primarily work indoors and carry out activities which may include constant hand functions, constant seated postures, occasional forward reaching, occasional standing, frequent neutral neck postures, occasional walking, frequent dynamic neck movement, lifting up to 10kg, carrying up to 10kg.

Additionally, this position will be required to perform work where environmental factors may include air conditioning, heat/cold, wind, rain, sun, and noise.

KEY SELECTION CRITERIA

1. High level of team development, mentoring and training skills.
2. High degree of working knowledge in Enterprise Risk Management principles and practices.
3. High degree of working knowledge in internal audit and assurance as it relates to operational and strategic risks relevant to local government.
4. Demonstrated experience in developing corporate policies and procedures with multiple stakeholders involved.
5. Demonstrated experience in integrity management matters..
6. Sound working knowledge of legislation and insurance concepts as it applies to local government.
7. High level analytical and problem-solving skills.
8. High level of written and verbal communication skills.
9. High level of adaptability experience from within a medium to large organisation.
10. Well-developed ability to work autonomously and meet and manage competing priorities and deadlines.

CORPORATE REQUIREMENTS YOU MUST MEET

1. Commitment to council's vision, mission and values.
2. Compliance with council's code of conduct.

3. Adherence to all relevant council policies and procedures, certified agreement, your contract of employment and relevant legislation, including the *Local Government Act, 2009* and *Work Health and Safety Act, 2011*.
4. Commitment and adherence to council's customer service charter.
5. Compliance with all relevant and necessary pre-employment checks required for this role.
6. Commitment to council's corporate plan.
7. Commitment to equal employment opportunity, diversity and merit principles.
8. Commitment to ensuring a workplace free from bullying, harassment and discrimination.
9. Efficient and effective utilisation of resources as allocated under the level of responsibility for the position.
10. Commitment to change management.

ELIGIBILITY AND PRE-EMPLOYMENT CHECKS

To be appointed to a permanent position, you must be an Australian citizen, or have permanent residency status, or a visa permitting you to work in Australia permanently. If you have a visa permitting you to work temporarily in Australia, you may be appointed to a position on a temporary basis, providing the work complies with the conditions of your visa.

The pre-employment checks relevant to this position include:

- Right to work in Australia.
- Medical assessment.
- Criminal history check.
- Reference checks.

CORE COMPETENCIES WE NEED FROM YOU

| Competency | Definition | Level |
|---------------------------|---|-------|
| Delivering Results | Having the ability to set objectives for yourself and others, taking a forward looking perspective, and delivering successful outcomes within agreed parameters. | 4 |
| Communication | Identifying and using appropriate communication styles and methods, taking into consideration the audience and the desired outcome. Building and maintaining effective working relationships with key stakeholders, both internal and external. | 4 |
| Initiative and innovation | Anticipating situations and problems, finding appropriate solutions, grasping opportunities for improvements and taking ownership for continuous improvement that goes above and beyond the call of duty. | 4 |
| Flexibility | Being able to adapt your thinking and behaviour to suit different situations and changing circumstances. Taking other people's views on board, accepting new and different ways of working and encouraging others to embrace change. | 4 |

| | | |
|---------------------------|---|---|
| Teamwork | Having the ability to work as part of a team, actively encouraging team working and recognising the role you play as part of the council team. | 4 |
| Commitment to Council | Being willing and able to align your own behaviours with the objectives, goals and values of council; acting as a role model and promoting the values to others. | 4 |
| Customer service | Aligning your behaviour with the customer service charter to ensure both internal and external customer needs are met; taking a positive attitude, showing commitment and having a can do approach. | 4 |
| Workplace Health & Safety | Taking reasonable care for the health and safety of yourself and others, complying with reasonable instruction and co-operating with council policy and procedure. | 4 |

A copy of the Competency Handbook is available on the Central Highlands Regional Council website under 'Careers with Council'.

GENERAL OBLIGATIONS

1. This is a description of the job as it is presently constituted. Council will regularly review position descriptions and appropriately update them to ensure that they relate to the job being performed, or to incorporate whatever changes are being proposed. Where appropriate, employees will be consulted on the changes and employees are expected to participate in consultation.
2. Whilst employment is in the position described in this document it is understood that employment is with Central Highlands Regional Council. In the event of organisational change or restructure, council may require employees to undertake other roles for which they are qualified and capable of performing.
3. Employees may be required to undertake a variety of duties not related to their substantive role in the times of disaster or significant exceptional operational circumstances.
4. All employees are responsible for making and keeping records in accordance with legislation, information standards and other relevant guidelines and procedures.
5. Failure to maintain any competency, licence or qualification, which are a condition of your employment, may result in demotion or termination as council is unable to guarantee your transfer to a position not requiring said competency/licence/qualification.

Please sign below if you have read, understood and accepted the responsibilities of this position as outlined in this position description.

Name

Signature

Date



**Leading
Roles**

People ▶ Performance ▶ Partners

APPLY NOW AT
LEADINGROLES.COM.AU

