



Chief Executive Officer

Shire of Carnarvon

CANDIDATE BRIEFING PACK



www.carnarvon.wa.gov.au



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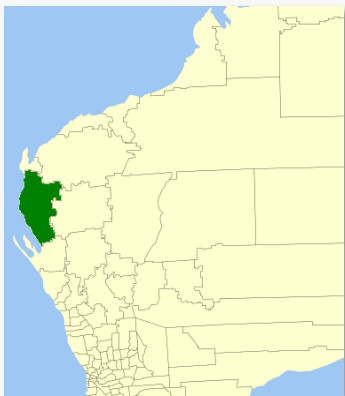




ABOUT THE REGION

The Shire of Carnarvon, nestled within Western Australia's Gascoyne region, offers a unique blend of natural beauty, cultural heritage, and economic potential. As a local government area, Carnarvon serves as the administrative hub, fostering community development and providing essential services to residents and businesses alike.

At the heart of the Shire's allure is Shark Bay, a UNESCO World Heritage Site of unparalleled ecological significance. This pristine marine environment boasts iconic attractions such as the ancient stromatolites of Hamelin Pool and the renowned dolphin encounters at Monkey Mia. With its rich biodiversity and pristine landscapes, Shark Bay stands as a beacon for conservation and sustainable tourism initiatives.



Carnarvon's strategic location, supported by the fertile lands of the Gascoyne River, presents ample opportunities for agricultural endeavours, particularly in horticulture. The region's historical significance, spanning indigenous heritage and early European exploration, adds depth to its cultural tapestry, offering visitors a journey through time.

Through strategic planning and collaboration with stakeholders, the Shire of Carnarvon endeavours to foster sustainable growth, environmental stewardship, and community well-being. With its diverse assets and commitment to excellence, Carnarvon stands poised as a beacon of opportunity in Western Australia's regional landscape.

CUSTOMER SERVICE CHARTER

The Shire of Carnarvon Customer Service Charter and Customer Complaint Handling Guidelines establish the Shire's customer service standards. It identifies a whole organisation committed to customer service and defines a common set of expected principles and behaviour related to service to our customers. These guidelines also define what our customers can do if they feel the Shire has not delivered the standard of customer service outlined in our Customer Service Charter.

Our commitment to our customers, our community

The Shire of Carnarvon is committed to providing quality customer service that will meet the highest standards and ensure we meet the needs of our customers in a professional and ethical manner with courteous and efficient service.

At all times the Shire of Carnarvon will strive for excellence in all we do including:

- Communicate in a way that is clear, concise, open, honest and respectful as per the Shire of Carnarvon's Values;
- Seek customer feedback to improve our services;
- Provide relevant and up to date information relating to our services via our website, Facebook page and other publications;
- Constantly engage with our customers to build positive relationships that keep our customers informed; and
- Strive for excellence in our customer service and be fair and accountable in our service delivery.

[Read the Service Charter here](#)



HISTORY & CULTURE

The region of Carnarvon, traditionally inhabited by the Aboriginal Yinggarda people, holds significant historical and cultural importance, reflected in the Gwoonwardu Mia Aboriginal Heritage and Cultural Centre. European settlement began in 1876 with pastoral stations like "Brickhouse station". By 1881, the region had several stations, leading to its declaration as a municipality. The Gascoyne Roads board was established in 1882 to improve transportation and economic development, culminating in the gazetting of Carnarvon townsite in 1883. Throughout the late 19th and early 20th centuries, Carnarvon experienced growth, notably with the completion of Carnarvon Jetty in 1899 and the gold rush. Post-World War 1, the region shifted towards horticulture, especially bananas and tomatoes, spurred by the soldier relocation scheme. The sinking of the German vessel "Kormoran" off Quobba Station in 1941 brought national attention to Carnarvon. Modernization efforts in the mid-20th century, such as road upgrades and the construction of the Overseas Telecommunications Commission (OTC) dish in the 1960s, further shaped the region's development, marking Carnarvon's role in the Space Race and its lasting impact as a historical landmark.



[Carnarvon Heritage Precinct](#)



[Carnarvon Mural and Art Wall](#)



[Carnarvon Space and Technology Museum](#)



[Eclipse Sculpture Story](#)



[Gwoonwardu Mia Culture Centre](#)



[HMAS Sydney Walk Trail](#)



[Shire of Carnarvon Library and Art Gallery](#)



[Stories from the Region](#)



[Lock Hospital Tragedy](#)

SERVICES



Rangers

- Ranger Services FAQs
- Cat & Dog Information
- Lost & Found Pets
- Camping
- Parking
- Litter
- Off Road Vehicle Control
- Infringements Appeals
- Local Laws
- Ranger Enquiry
- Ranger Services Forms



Environment Health

- Business Concierge
- Caravan Park, Lodging Houses & other Accommodation
- Healthy Water & Waste Water
- Food Premises, Vehicle & Stalls
- Mosquito Management
- Environmental Health
- Pests



Building

- Business Concierge
- FAQs
- Building Services
- Building A Fence or Retaining Wall
- Swimming Pools & Spas
- Compliance
- Forms and Guides
- Building Enquiry



Plannings

- Business Concierge
- Development Approval
- Business Events
- Planning Scheme
- Strategic Planning
- Structure & Management Plans
- Planning Enquiry



SERVICES



Emergency Management

- Fire
- Cyclone
- Floods
- Emergency Alerts
- Local Emergency Services



Waste & Sustainability

- Bin Services
- Rubbish Tip
- Recycling & Tip Shop
- Bulk Verge Roadside Collection
- Clean Community Coffees Initiative



Road & Maintenance

- Snap, Send, Solve!
- Road Conditions
- Parks & Reserves
- Road & Maintenance Enquiry
- Verge Maintenance FAQ



Shire Facilities

- Library & Art Gallery
- Aquatic Centre
- Visitor Centre
- Mayu-Mia Youth Club
- Civic Centre





COMMUNITY

Sports & Recreation

- Sporting Clubs
- KidsSport
- Aquatic Centre
- Sports & Recreation Directory
- Gascoune Games 2023



Events

- Shire Events Calendar
- Community Events Calendar
- Planning an Event
- Community Growth Fund
- Grants & Funding



Youth

- Mayu-Mia Youth Hun
- Youth Organisations
- School Holiday Program
- Youth Programs & Events
- Early Years Network



Arts, Heritage & Culture

- Civic Centre
- Aboriginal Culture
- Arts Organisations
- Heritage
- Museums
- Community Art Hub
- This Life Arts Festival



Community Services

- Support Services
- Community Directory
- Access & Inclusions
- Volunteering
- Venue & Hire Facilities
- Fundraising Opportunities



Tourism

- Visitor Centre



CORPORATE DOCUMENTS

Strategies & Plans

The Shire of Carnarvon's Planning and Reporting framework is the strategic direction for the Shire, providing a primary source of guidance for the organisation and the community.

The Shire of Carnarvon is committed to using this strategic framework to strengthen the linkages between community aspirations, financial capacity and practical service delivery. This framework is required by all Local Government authorities to ensure that priorities and objectives are delivered based on a community established vision for the future.

Council reviews and updates its Strategic Community Plan and Corporate Business Plan and subsequent plans in accordance with S5.56 (1) of the Local Government Act 1995 and regulation 19C (4) of the Local Government (Administration) Regulations 1996.

[COMMUNITY STRATEGIC PLAN](#)

[CORPORATE BUSINESS PLAN](#)

[ECONOMIC DEVELOPMENT STRATEGY](#)

[REVENUE STRATEGY](#)

[PROVISION OF HEADWORKS TO TRIGGER WORKER ACCOMMODATION DEVELOPMENT BUSINESS CASE](#)

[RECONCILIATION ACTION PLAN](#)

[FAMILY COMMUNITY INTERVENTION](#)

[MARKETING STRATEGY](#)

Policy

[Shire of Carnarvon Policy Manual - March 2024 \(26/03/2024\)](#)

Local Laws

[Local Laws - Bush Fire Brigades; Cemeteries Amendment; Meeting Procedure; Waste](#)

[Local Laws - Cats; Dog; Health Amendment; Parking](#)

[Public Places and Local Government Property Local Law](#)

[Public Places and Local Government Property Local Law Amendment](#)

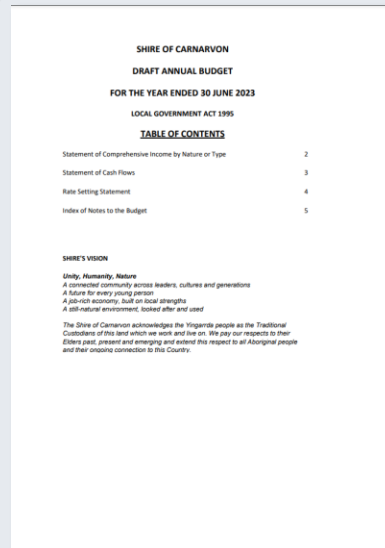
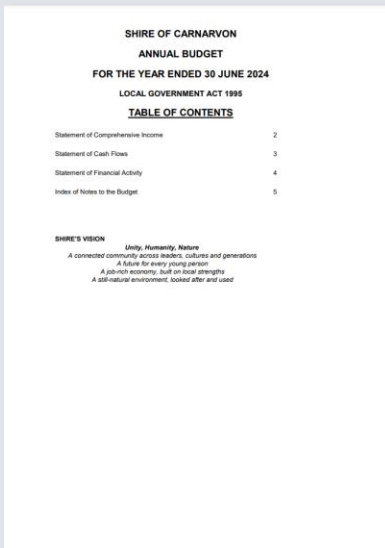
[Health Local Law 1997](#)

[Health Amendment Local Laws 2002](#)



ANNUAL REPORTS

Annual Budget



Annual Reports



THE WAY WE DO THINGS

Code of Conduct

The Shire of Carnarvon's Code of Conduct referred to as 'the Code', provides Council Members, Committee Members and Candidates in Local Government with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in individual Local Governments. The Code is complementary to the principles adopted in the Local Government Act 1995 (WA) (the Act) and Regulations which incorporate four fundamental aims to result in:

- better decision-making by local governments;
- greater community participation in the decisions and affairs of local governments;
- greater accountability of local governments to their communities; and
- more efficient and effective local government.

The Code provides a guide and a basis of expectations for Council Members and Committee Members. It encourages a commitment to ethical and professional behaviour and outlines principles on which individual and collective Local Government responsibilities may be based. For the purpose of interpreting the Code a Contract is defined as a person, body corporate or any other entity with which the Shire has a contract for services. Limitation - This code is intended to apply to those parties engaged in the role of contractors to the Shire and is not intended to apply to their broader business or personal activities.

Our Vision

UNITY | HUMANITY | NATURE

- A connected community across leaders, cultures, and generations
- A future for every young person
- A job-rich economy built on local strengths
- A still-natural environment, looked after and used



Our Organisational Values

CARECHIP

As an organisation we strive to provide excellent customer service across a wide range of programs, facilities and services that contribute to maintaining and enhancing our community. At the heart of our organisation are our **values** which underpin how our team perform their duties and engage with the community and stakeholders.

This is our **CARECHIP** and what it means to us

COURAGE

- Step up for what you believe is right.
- Take the initiative and speak up.
- Willing to give it a go.
- Standing up for yourself.

AUTHENTICITY

- Being true to yourself.
- Be honest.
- Mind your business.
- Be compassionate.

RESPECT

- Transparent conversations.
- Not alienating or gossiping about your work colleagues.
- Departments to work as one.
- Valuing others opinions.
- Recognising the strengths of others.

PASSION

- Liking your job and coming to work every day.
- Willing to take up new challenges.
- Assisting other staff with the workload.
- "Not your job"? - Do it anyway.



EXCELLENCE

- To always do the best you can.
- Never give up and work through issues that arise.
- Always be polite.
- High work values and ethics.
- Consistency.
- Going the extra mile.

INCLUSION

- Treating all work colleagues equally.
- No discrimination.
- Departments to work as one and not as separate entities.

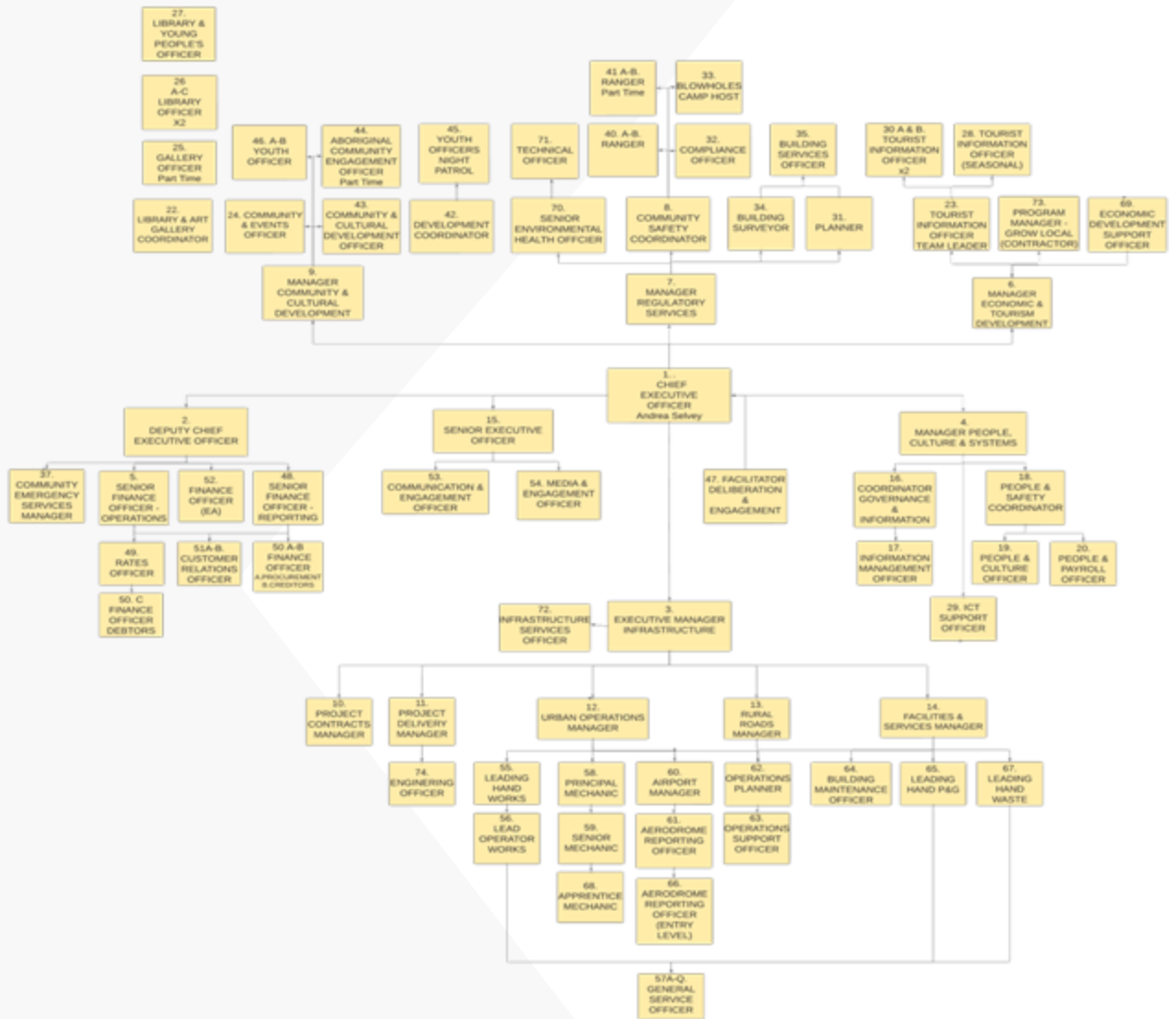
HUMILITY

- Understanding others may see things differently from you and accepting their point of view.
- Willing to own up if you have made a mistake, and move on.
- Accepting you are not perfect.

COHESION

- Working as a team.
- Stick together - no matter what.
- Join in.
- Helping out when needed.
- Acceptance.

ORGANISATIONAL STRUCTURE



COUNCIL COMMITTEES

- Award and Risk Committee
- Awards Committee
- Behaviour Complaints Committee
- Community Growth Fund Committee
- Infrastructure Strategy Committee
- Local Emergency Management Committee
- Management Review Committee
- Reconciliation Action Plan Group
- Gascoyne Regional Road Group

COUNCILLORS

The Shire of Carnarvon consists of seven (7) Councillors elected from four (4) wards, plus the Shire President, elected by the community for four years. Councillor elections occur every two years, with the Shire President election every four years.

While Councillors represent their wards, together with the Shire President and Executive Leadership Team, they are responsible for the whole of the Shire of Carnarvon. Council makes decisions about strategy, policy, and budget priorities.

Individual Councillors, including the Shire President, cannot make decisions as individuals. The Council does not have any delivery or executive functions but relies on the decisions of most of the group, which provides direction for the Chief Executive Officer to implement.



Mr Eddie Smith
SHIRE PRESIDENT



Cr Burke Maslen
DEPUTY SHIRE PRESIDENT



Cr Dudley Maslen
COUNCILLOR



Cr Luke Skender
COUNCILLOR



Cr Paul Kelly
COUNCILLOR



Cr Luke Vandeleur
COUNCILLOR



Cr Marco Ferreirinha
COUNCILLOR



Cr Adam Cottrell
COUNCILLOR



POSITION DESCRIPTION

Position Title	CEO
Directorate	Office of the CEO
Level	Negotiated Level 2 Salary Band, Contract 3 – 5 years
Accountable to	The Council through the Shire’s President
Accountable for	Deputy Chief Executive Officer Executive Manager Infrastructure Services Manager People, Culture & Systems Manager Regulatory Services Manager Economic Development Manager Community & Cultural Development Executive Officer (Whole organisation currently 90 employees)
Primary Location	Carnarvon
Delegation	As per Delegations Register

Position Overview

Position Purpose

The Chief Executive Officer (CEO) is responsible for delivering exceptional leadership and management of Shire activities in strict accordance with the Local Government Act 1995, alongside all other pertinent acts, local laws, regulations, and policies. The role entails providing strategic vision and operational oversight to drive the Shire's economic growth and community development, ensuring sustainable and innovative use of financial and physical resources.

Position Summary

- **Leadership and Management:** Provide clear leadership and direction to the Council, Executive Team, and staff. Foster a high-performing culture aligned with the Council's vision. Develop and review strategic plans and annual operating plans. Execute strategic initiatives, encourage innovation, and promote collaboration across departments. Stay informed on trends affecting the Shire. Manage budgets effectively, ensure compliance with statutory requirements, and maintain high-quality customer service. Evaluate funding applications and ensure service contracts meet quality standards.
- **Community & Stakeholder Relationships:** Build strong relationships with government, industry, business, and community stakeholders to promote the Shire and secure funding. Communicate Council policies effectively to staff and the community. Engage actively in the community and represent the Council at meetings and events. Visit worksites to connect with employees and participate in regional planning forums and industry bodies.



POSITION DESCRIPTION

- **Human Resources:** Promote fair and strategic people management. Develop strategies for attracting and retaining employees, ensuring a supportive work environment. Lead the Executive and Leadership Teams, fostering professionalism, respect, and innovation. Ensure the leadership teams are skilled in human resource management and performance oversight.
- **Governance, Compliance, and Risk:** Develop and implement risk management strategies with the Executive Team. Report on risk management to the Council, ensure compliance with laws and regulations, and oversee health and safety audits. Ensure disaster recovery plans are in place. Provide formal compliance assurances to the Council.
- **Council Relationship:** Maintain updated policies, bylaws, and governance protocols. Monitor and report on financial performance, providing clear advice to the Council. Prepare business cases for major projects, attend Council meetings, and report on strategic initiatives. Ensure accurate record-keeping of Council decisions and manage relationships between the Council, Councillors, and Administration. Keep the Shire President informed on key issues and progress.

Accountability	Specific Actions
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Leadership and Management

- Provide strong values-based leadership and direction to the Council, Executive Management Team, Leadership Team, and employees across all directorates.
- Lead and foster a high-performing culture for the Shire by translating the strategy and vision of the Council and by creating an environment where innovation and new ideas that improve service delivery can be constructively explored, encouraged, and implemented.
- In conjunction with the Council, the Executive Management Team and Leadership Team, prepare/review the Shire Strategic Community Plan, Corporate Business Plan, and any other documents in accordance with legislative requirements; identify key success factors and new opportunities and strategies for managing growth and implementing vision, goals, and objectives.
- In conjunction with the Executive Management Team and Leadership Team, develop annual operating business and resourcing plans to achieve the strategic goals and present them to the Council for approval.
- Execute key strategic initiatives in accordance with the Strategic Community Plan and work with the Executive Management Team and Leadership Team to ensure that annual operational plans are effective.
- Foster a working environment that promotes cross-collaboration between departments and functions to further develop a cohesive and collaborative approach to delivering outcomes for the Shire.



POSITION DESCRIPTION

Accountability	Specific Actions
<p>Leadership and Management Cont.</p>	<ul style="list-style-type: none"> ▪ Keep abreast of political, economic, industry, and social trends and developments which may impact current or future operations of the Shire. ▪ Engage with the Council on strategic budgeting and develop annual operational and capital budgets in consultation with the Council, and responsible employees and for Council approval. ▪ Prudently manage expenditure by the Shire within budget constraints and funding guidelines, and ensure responsible employees manage their own approved departmental budgets effectively and efficiently. ▪ Through effective engagement with the Council and in consultation with the Executive Team and Leadership Team, ensure timely compliance with all statutory long-term budgeting, planning, and asset management requirements, producing long-term budgeting and planning documents that meet the objectives and goals of the Council. ▪ Continue to develop and nurture a team dedicated to delivering high-level, quality customer service, ensuring services provided are compliant with all statutory and contractual obligations and aligned with Council and community expectations. ▪ Vet all funding applications in consultation with the Council to ensure projects align with Community and Strategic plans and assess their short- and long-term financial impacts. ▪ Ensure that all service contracts with third-party suppliers have approved quality and safety systems, have high service performance and safety standards.
<p>Community & Stakeholder Relationships</p>	<ul style="list-style-type: none"> ▪ Foster strong working relationships with existing and potential government, industry, business, and community stakeholders, as well as funding agencies, to continue promoting the Shire and attracting grant funding and improving services to the community. ▪ Cultivate and maintain effective relationships with regulators and industry stakeholders. ▪ Maintain effective communication and engagement processes to actively promote the policies and decisions of the Council to Shire staff, ratepayers, community groups, and other relevant bodies. ▪ Become an active participant within the community, visit local business owners, community groups, and other relevant bodies to keep abreast of issues impacting them. ▪ Represent the Council at meetings, conferences, and workshops as required in consultation with the President. ▪ Regularly visit all Council worksites to actively engage with all employees and foster an inclusive and collaborative relationship.



POSITION DESCRIPTION

Accountability	Specific Actions
Human Resource Management	<ul style="list-style-type: none"> ▪ In accordance with statutory requirements promote a transparent, equitable, and strategic approach to people management. ▪ Develop and implement strategies for the continued improvement of successful employee attraction and retention, ensuring a competitive and supportive work environment that meets the evolving needs and expectations of the workforce. ▪ Lead and develop the Executive Team and Leadership Team to foster an environment of success, energy, professionalism, respect, empathy, and a culture of innovation. ▪ Ensure that the Executive Leadership Team and Leadership Team possesses the necessary skills to implement best practice human resource management, enabling effective oversight and accountability for performance across all levels.
Governance, Compliance and Risk	<ul style="list-style-type: none"> ▪ In conjunction with the Executive Management Team, develop and implement a professional and thorough approach to identifying and managing operational, business, financial, and reputational risks. ▪ Report to the Council on the management and mitigation of risks as required by the Risk Management Policy and sound business practice. ▪ Monitor the work of all Executive Managers and operations generally to ensure that all Shire activities comply with legislation, regulations, licenses/approvals, and sound business management practices. ▪ Actively oversee workplace health and safety audits and ensure that any non-conformances are addressed, and measures are put in place to ensure future compliance. ▪ Provide formal assurances to the Council regarding the Shire's compliance with legislation and regulations. ▪ Ensure the Shire has disaster recovery plans and resources available, prepared for rapid mobilisation in times of flood, fire, or other major natural disaster events.
Council Relationship	<ul style="list-style-type: none"> ▪ Ensure the Council maintains a well-developed, professional suite of policies, bylaws, and governance protocols that are regularly reviewed and kept up to date. ▪ Monitor and report to the Council on the Shire's financial position and financial performance and provide information and advice to the Council through well-considered reports to ensure transparency. ▪ Prepare business cases for Council/Committee approval for purchasing major equipment, developing new or enhanced services, or partnering with third parties to deliver new services and innovations.



POSITION DESCRIPTION

Accountability	Specific Actions
<p>Council Relationship Cont.</p>	<ul style="list-style-type: none"> ▪ Attend relevant Council/Committee meetings, provide advice to the Council on procedure, and report fully to the Council on progress against all strategic or major projects and initiatives. ▪ Ensure that accurate records for all decisions made by the Council and ensure they are secure and retained in line with statutory provisions and requirements. ▪ Manage the relationship between the Council, individual Councillors, and the Administration to ensure adherence to Codes of Conduct and statutory requirements. ▪ Work closely with the Shire President between formal meetings to keep the Shire President informed on all key operational matters, organisational performance, and progress on new initiatives and projects.

POSITION REQUIREMENTS

Essential

- Demonstrated expertise in values based high-level leadership, guiding teams to exceed ambitious goals through empowerment, coupled with adept team management skills, encompassing capability assessment, mentorship, and fostering collaborative growth environments.
- Contemporary skills and experience in managing financial responsibilities and navigating the regulatory environment including the management of physical and financial resources, budgets and other assets. Innovative approach to revenue diversification.
- Proven ability in efficient project management, as well as a solid background in governance practices and risk management strategies.
- Advanced interpersonal skills in stakeholder engagement and advocacy, applies strategic thinking to cultivate productive working relationships to facilitate economic growth and financial stability within the region.
- Demonstrated experience driving outcomes that positively impact communities through a robust and culturally sensitive approach. Building and maintaining respectful relationships to effectively engage with diverse multicultural communities.

Desirable

- Previous executive level experience in Local, State or Federal Government, private sector or a not-for-profit organisation.
- Graduate qualifications in a relevant discipline are highly desirable and/or extensive experience combined with formal executive learning and development.

Application Process

- Applications must include a Cover Letter addressing the Position Requirements detailed in the Position Description, along with a Resume.
- Applications should be emailed with the subject line: CEO Carnarvon Application
- Direct queries and applications to Jodie Choyce at Page Executive by email to jodiechoyce@pageexecutive.com or by phone 0410 426 517.
- The closing date for applications is 4pm on the 17th June 2024.
- Canvassing of elected Shire of Carnarvon members will result in disqualification of application.



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