Information Pack for the role of Chief Executive Officer

Mackay Regional Council

Closing date for Applications is 5pm on Monday 6 July 2020
CONTENTS

MESSAGE FROM THE MAYOR................................................................. 3
THE POSITION ....................................................................................... 4
ABOUT THE ORGANISATION ......................................................... 7
ABOUT THE REGION ........................................................................ 9
RECRUITMENT PROCESS AND HOW TO APPLY ...................... 12
CONTACT ............................................................................................ 14

ATTACHMENT 1 – POSITION DESCRIPTION

ATTACHMENT 2 – ORGANISATIONAL STRUCTURE

Mackay City
12 June 2020

Thank you for your interest in leading one of Queensland's premier Regional Councils.

With $3.58 billion in assets, an annual budget around $350 million and over 1,000 staff, the Mackay Regional Council is one of the largest organisations in Central Queensland. We administer a confident, resilient, prosperous region the constituents of which look to the Council to provide a safe, liveable environment and to facilitate growth.

The position of CEO is highly respected in our community because over the last four and a half years, the incumbent's level of transparency, engagement and leadership by example has been exemplary. Internally we have a robust management group and happy staff willing to serve our region.

The person we are looking for as our next CEO must be able to take a great organisation to the next level of stakeholder satisfaction and assist in the realisation of our goal as Australia's most liveable city.

If that is you, we cannot wait to welcome you to the team.

Yours faithfully

Mayor Greg Williamson
Mackay Regional Council
THE POSITION

Mackay Regional Council represents the amalgamated Local Government areas of Mackay, Mirani and Sarina. It encompasses an area of 7,621km², has approximately 120,000 residents and is responsible for the stewardship of $3.5B worth of assets.

The Council’s vision is to continue to diversify the region’s economy by attracting new industries and to create sustainable and thriving communities. Their goal is to place Mackay as a globally recognised city and the place to live and invest in regional Australia.

Leading Roles is seeking a highly motivated and experienced Chief Executive Officer to lead this diverse business, deliver on the Council’s vision, and meet the community expectations of a modern local government.

Current State

The Mayor and Council are keen to seize the opportunity to place Mackay as a globally recognised city and the place to live and invest in regional Australia.

The Council is creating the environment for development by investing in and facilitating investment in a group of signature projects in the region:

- Delivery of the world-class Eungella-Finch Hatton international mountain biking facility ($12M),
- The Mackay Waterfront Priority Development Area ($200-$300M),
- The Northern Beaches Community Hub ($25-$30M),
- The Sarina Town Centre Revitalisation Project, and,
- The Mirani Heritage Precinct development.

These projects will be delivered in addition to council’s annual $120M capital works programme.

The new CEO will find a well governed, well run, and well-structured council with enormous potential to emerge from the COVID-19 pandemic with minimal impact. The resource sector services-based economy accounts for around 60% of the region’s GDP and has been relatively unaffected. The other main economic driver of the economy is agriculture, and the region’s sugar cane crop is expected to be successful this year.

As a large employer the council will be a lead agency in the recovery of the region.

The Position’s Opportunities and Challenges

The Mayor and Council are seeking applications from people who can demonstrate the Organisational Leadership, Executive Management, and Personal Attributes detailed below that are in keeping with their vision for this role and the size and scale of the operations of the council.
Organisational Leadership

The Mackay Regional Council CEO is the organisational leader and has a high-profile and visible role in the community.

Working with the Mayor and Council, the CEO must have the skills and expertise to collaboratively develop and articulate a shared vision for the future for both the organisation and its communities. The CEO will be required to translate this vision into a long-term strategy and operational plans, and to communicate this vision to all levels of council’s internal and external stakeholders.

The CEO will define, model and influence the council’s culture and values, and build the structure and practices that embed these throughout the organisation. As a visible leader of an organisation of 1,100 staff, the CEO must foster an environment of continuous improvement and build a connected, collaborative and engaged relationship with the workforce.

Executive Management Skills

Council is seeking candidates who have applied professional skills in financial management, asset management, project leadership, governance and risk management, with a strong focus on safety.

Candidates must have demonstrable success in these areas in organisations of a similar size, scope and scale of operations to the Mackay Regional Council.

Asset Management

- As an organisation that owns approximately $3.5Bn in assets, the effective management of these assets for the future service to the community and sustainability of the organisation is critical.
- Contemporary knowledge and experience of asset management is essential for this position.

Financial Leadership

- Council operates a budget of approximately $350M, and applicants must demonstrate experience of managing operating budgets of this scale.
- Experience in translating the vision of a council, board or executive group into a sustainable financial strategy, and successfully managing substantial budgets in complex services enterprises is critical.

Regional Project Leadership

- The CEO will take a leading role in the delivery of the council’s signature projects for the region.
- Professional and personal skills will be required to balance of delivery of these key initiatives, while keeping the business of council operating sustainably and with the highest possible standards.
- The CEO will maintain a roving view of opportunities for investment in the region to create a diverse economy and a globally recognised region.
- Commercial acumen, substantial executive experience in attracting funding and investment from government, private and institutional investors, a strong understanding of investment drivers and the role of councils in facilitating development will be essential to the success of the new CEO.
Personal Attributes and Relationship with the Mayor and Council

The Council’s vision is to continue to diversify the region’s economy by attracting new industries and to create sustainable and thriving communities. Their goal is to place Mackay as a globally recognised city and the place to live and invest in regional Australia.

Cr Williamson is a highly experienced chairman who leads his council’s vision and strategy and entrusts and empowers his CEO to lead the organisation’s operations. The Mayor is keen to create a respectful, collegial and high performing relationship with his new CEO.

With his current CEO, the Mayor has enjoyed a close alignment of vision, goals, energy and enthusiasm for the region, and they have a strong relationship founded on respect and trust. An ability to manage the diversity and challenges of this role with high professional standards, a compassionate approach to achieving the organisation’s goals and a sense of humour will be highly valued.

The Mayor is most keen to work with a CEO who sees this role as a real opportunity, who has the confidence in themselves and the experience to create a sustainable and thriving region and a high functioning local government organisation.

Further information about the role can be found at Attachment 1 Position Description.
ABOUT THE ORGANISATION

Mackay Regional Council serves a community of around 116,539 people. Council has 1,100 FTEs and an Annual Operating Budget of $323 million.

The elected council is comprised of a Mayor and 10 councillors, which are elected by popular vote for a four-year term. The last quadrennial elections were held on March 28, 2020. Mackay Regional Council is an undivided council and therefore represent the whole council area. Under the Local Government Act 2009, councillors are responsible for:

- Allocation of council's budget
- Participate in the review and creation of council policies and objectives
- Review council's performance of service delivery to the community

Mayor Greg Williamson

Mayor Greg Williamson has an undeniable enthusiasm for the region he’s always called home. Whether it be inspiring local sporting teams at their season launch or telling anyone who will listen that the Mackay region is the best place in the world to live, he speaks with unbridled passion when it comes to Mackay.

A fifth generation local, Mayor Williamson was re-elected unopposed at the 2020 local government elections. Mayor Williamson has a long history of service to the community, ranging from Rotary to the then Small Business Association and Mackay Tourism and more than 35 years of service with the Australian Air Force Cadets.

Mayor Williamson has also been at the helm of the Local Disaster Management Group (LDMG) as chair during Cyclone Debbie in 2017, the bushfires in 2018 and the Coronavirus pandemic in 2020.

Council’s Values

Council has five core values that it stands by in delivering efficient and effective outcomes for the community:

1. Accountability
2. Client Satisfaction
3. Employee Health and Safety
4. Teamwork
5. Respect

These values are expressed in the 8 Key Themes to be achieved in 2021.
Please find below links to critical information about the operations of Mackay Regional Council

- Annual Report 2018-2019
- Budget 2019-20
- Corporate Plan
- Council meetings
- Council strategies
- Operational Plan
Location, Amenity and Economic Position

Sitting in the middle of the Queensland coast, the Mackay region covers an area of 7622km², from secluded islands off the coast through golden sand beaches and into lush sub-tropical rainforests.
The Mackay region offers an abundance of natural attractions including national parks, gorges, the Great Barrier Reef, numerous tropical islands and beaches. The region also presents strong opportunities in the heritage and agritourism (sugar industry) space while it continues to grow a strong reputation as a fast-emerging tourism destination with an extensive nature-based offering.

The Mackay region is home to a wide diversity of animals, including 62 mammal species, 350 birds, 95 reptiles, 31 frogs and 44 fish species. About 10 per cent of these animals are listed as rare or threatened under the Queensland Nature Conservation Act 1992. Rare or threatened species found in the region include: Flatback turtle, False water-rat, many species of waders and shorebirds, Rufous owl, Powerful owl, Glossy Black-cockatoo, Ghost bat, Squirrel glider, Estuarine crocodile and Beach stone-curlew.

Kangaroos Cape Hillsborough

Climate
The Mackay area has a tropical climate. Summers are generally hot and wet, though the coast has the benefit of a regular afternoon sea breeze. Winter days are generally warm and sunny, while winter nights can be cool away from the coast.

Economic Position
The Gross Regional Product of Mackay is $8.623 billion spread across a diverse economic base featuring manufacturing, mining, construction, real estate, logistics and tourism. In 2018-19 the Mackay region boasted a total economic output of $16.477 billion with $5.1 billion from mining and manufacturing sectors supporting 6165 jobs and tourism outputs of $527 million and 3016 jobs.

Regional Features and Facilities
The historic town of Mackay is filled with 1920s Art Deco buildings and public artworks, as well as a vibrant dining precinct. See wallabies on the beach at Cape Hillsborough National Park, dive with shy platypus in Eungella National Park or throw a line in at some of the state’s best fishing spots.

Education and Childcare
Mackay has a broad range of educational institutions available, with both state run and private institutions as well as CQ University, James Cook University and other RTOs.

Mackay has a broad range of support services and childcare available for young families. Contact the Queensland Government to find the latest information and providers of early childhood services including: Advice for new parents, baby clinics and child health, childcare and play groups, birthing centres and midwives, prenatal classes and information, family planning, parental leave.

Sport and Recreation
All tastes are catered for in the field of sport. The traditional sports of rugby league, union, AFL, tennis, netball, cricket, golf, hockey, and many more are played. Clubs exist for many sports, including tai-chi,
BMX, fishing, roller-derby, karate, archery and many, many more. There are also many different gyms to choose from.

Mackay boasts a huge range of groups that you can get involved in. From pottery to choirs, dog walking, environmental, birdwatching, bushwalking, craft groups, languages, film and book clubs and more as well as the clubs such as Apex, Lions, Rotary, you will find something to suit you.

The dry, mild winter climate and the beautiful coastline make sailing, boating and fishing all popular outdoor activities.

Enjoy the fishing, beaches and quiet lifestyle of the Mackay region - camping is a great way to enjoy the natural beauty of the area. Mackay Regional Council operates camping reserves at Seaforth, Ball Bay and St Helens Beach, located in some of the region’s most picturesque settings. Council provides boat ramp facilities at many locations within its local authority area.

Please view the short Mackay Pride Video for a great visual introduction to the region.

The council has developed this excellent relocation pack for people considering the move to Mackay.
RECRUITMENT PROCESS AND HOW TO APPLY

How to Apply

Please upload:
- Your CV
- A covering letter addressing the Selection Criteria below.

Shortlist Criteria

<table>
<thead>
<tr>
<th>Shortlist Criteria 1.</th>
<th>Relevant Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience and excellence in executive leadership of an organisation with similar size, scope and challenges.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shortlist Criteria 2.</th>
<th>Organisational Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>The skills and expertise to collaboratively develop and articulate a shared vision for an organisation’s and community’s future, to translate this vision into long term strategy and operational plans and to communicate this vision to all levels of council’s internal and external stakeholders.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shortlist Criteria 3.</th>
<th>Resources and Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied professional skills and demonstrable success in financial management, asset management, project leadership, governance and risk management (including safety) in an organisation of the size, scope and scale of operations of the Mackay Regional Council</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shortlist Criteria 4.</th>
<th>Project Management and Economic Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability and experience to identify and lead the delivery of high profile and high impact projects and services that foster and stimulate the development of the community and economy of the region.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shortlist Criteria 5.</th>
<th>Personal Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ability to professionally, personably and effectively operate across a broad spectrum of challenges, from highly strategic engagement to grassroots stakeholder management.</td>
<td></td>
</tr>
</tbody>
</table>

Recruitment Process timeframes

<table>
<thead>
<tr>
<th>Application Period:</th>
<th>Friday 12 June – Monday 6 July 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing date for Applications:</td>
<td>5pm on Monday 6 July 2020</td>
</tr>
<tr>
<td>Initial Assessment:</td>
<td>6 – 10 July 2020</td>
</tr>
<tr>
<td>Council Interviews:</td>
<td>From Monday 27 July 2020</td>
</tr>
</tbody>
</table>
*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and candidate availability.

Assessing Applications

Shortlisting and Council Interviews
The council will determine a shortlist of suitable candidates, and will arrange interviews with council's interview panel, depending on candidate and council staff availability. The interview panel will consist of the Mayor and Council, and may include a non-voting panel member for assessment of technical competency.

The council may require their preferred candidates to undergo psychometric assessment to assist in understanding the candidate's fit for the role and organisation, working preferences and attributes. Following selection of a preferred candidate the council may require a number of further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at offer stage.

Privacy Information: Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. But it will not be given to any other person or agency unless you have given us permission, or we are required by law.
CONTACT

Mark Ogston
Principal
Leading Roles
0407 674 412
Mark.ogston@leadingroles.com.au
www.leadingroles.com.au
ABN: 53 142 460 357

Belinda Walker
Executive Recruitment Consultant
Leading Roles
0411 449 447
belinda.walker@leadingroles.com.au
www.leadingroles.com.au
ABN: 53 142 460 357
Position Title: Chief Executive Officer

Level: Management Salary Scale

Department: Office of the Mayor & CEO

Program: Office of the Mayor & CEO

Position Number: CEO001

Reviewed on: May 2020

The Council
Mackay Regional Council represents the amalgamated Local Government areas of Mackay, Mirani and Sarina. It encompasses an area of 7,621km², has ~120,000 residents and is responsible for the stewardship of $3.5 billion worth of assets.

Since amalgamation, Council has used the scale of the new organisation to enhance service delivery and provision of infrastructure to the community. This has been achieved both directly from its own resources and through improved representation at the State and National level. Council supports highly motivated and committed managers to provide leadership to achieve these objectives.

Mackay Regional Council is responsible for the provision of traditional services such as roads, water, supply and sewerage. Under the Local Government Act (2009), it is also required to address the social, economic and cultural development needs of the community and improve local living environments. These services are provided by approximately 1,100 staff and by contracting specific service delivery activities.

Our aim is to continue to diversify the region’s economy and to attract new industries and new opportunities.

The Person

The CEO of Mackay Regional Council will be a highly motivated and committed individual able to lead a diverse business, deliver the strategic objectives of Council, and meet the community expectations of a modern Local Government. A demonstrated ability to focus on the core values of Employee Health & Safety, Client Satisfaction, Respect, Teamwork and Accountability is expected.

Apart from meeting the prescribed criteria relating to experience, leadership, management, professional and personal attributes, Council will be looking for candidates who have a passion for the Mackay Region.

The CEO of MRC will be a person who is confident in the role, motivated by its challenges, and willing to make a commitment to working in partnership with the Mayor, the elected Council, and the community we serve.
About the office of the Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for implementing the policies and priorities of the Council with a focus on the effective, efficient and economical management of resources, excellence in service delivery and continual improvement. The CEO must also ensure the Council achieves its corporate and community plans and that all Council affairs are conducted in an ethical manner and compliant with the relevant laws and legislation.

The focus of the CEO's role will be to inspire and drive a high performing community-focused organisation that delivers on the Council's Strategic Plan to meet community aspirations.

The fulfilment of the CEO's functions as outlined in the Local Government Act 2009 is mandatory.

Position Objective

Position Purpose

The CEO is Council's principal officer, exercising overall management responsibility for Council's operations. On a day-to-day basis, the CEO's role includes managing the local government affairs. The CEO is responsible for:

- Organizing the presentation of reports and reporting to the local government;
- Acting as the primary link between the Mayor and elected members and the organization;
- Providing assistance to the Mayor and Councillors in developing policy;
- Providing leadership to staff in achieving Council objectives and managing and overseeing the administration of the local government and its corporate plan;
- Overseeing the financial management of the Council;
- Managing correspondence between the local government and other stakeholders;
- Coordinating the activities of all employees of the local government; and
- Assisting the Mayor and Councillors to communicate and promote Council's policies to the community it serves.

Key Accountabilities

- Establish and maintain effective relationships with the Mayor and Councillors;
- Provide strategic vision and direction to the Council;
- Lead and manage the organization through periods of change, ensuring optimal performance outcomes are achieved;
- Drive operational efficiencies and service delivery improvement across the organization;
- Manage relationships with State and Federal Governments and other local government authorities to maximize the beneficial outcomes to the organization, Council and Community;
- Engage with the community and broader industry to negotiate mutually beneficial outcomes for all stakeholders, ensuring the development of service delivery capability in the local area; and
- Ensure all council operations comply with legislative and regulatory requirements.
Key Responsibilities

Responsibilities and duties of the role incumbent include, but are not limited to:

- Leadership and direction
- Provide advice and support to the Mayor and Councillors;
- Provide leadership and coordination for directorate operations and performance, and provide advice and support to the organization at all levels;
- Foster a working environment within Council conducive to the achievement of quality outcomes through effective management of organizational change;
- Ensure professional and ethical management practices are employed to facilitate the achievement of strategic objectives within Council; and
- Develop and implement a contemporary enterprise risk management framework.

Coordination and liaison

- Participate in the effective operation of Council's Strategy Leadership & Performance Team (SLPT);
- Ensure a current awareness of relevant political, social, and legislative development is maintained to minimize any impact they may have on achieving the Council's policies;
- Manage intra and inter directorate functional processes to achieve a consistent corporate and cohesive approach to decision making;
- Ensure 'policies, procedures and structures are consistent with the delivery of quality products and services and in accordance with the Local Government Act 2009 and other relevant legislation;
- Provide professional advice, guidance and direction to Council and the Strategy Leadership & Performance Team

Performance Team

- Establish collaborative working relationships and networks with external organizations and other levels of government to deliver strategic benefits to Council and the community; and
- Ensure Council clients, the general community and the Mayor and Councillors are provided with guidance and direction regarding Council services and operational activities.

Financial sustainability and planning

- Assist Council to conceptualize, formulate and implement the strategic direction including the development of Council's strategic and corporate plans;
- Lead the strategic development planning process with a vision for sustainability that is inclusive, with sufficient opportunities for community contribution;
- Take a proactive role to identify financial strategies, plans and opportunities which continually improve the financial position of Council and the economy of the Region; and
- Monitor the organization’s performance towards the achievement of budgets and strategies and ensure the optimum utilization of financial, physical and human resources.
Community relations management

- Assist the Mayor and Councillors to communicate and promote Council's policies to the community it serves;
- Effectively engage with the community and key stakeholder groups to deliver strategic benefits for Council and the community;
- Develop and maintain a strong customer focus in the service delivery, work practices and culture of the organization; and
- Ensure services, communications and employee relations with the public and external bodies are of a high standard.

Policies/ Resources

- Monitor and review agreed levels of service provision having regard for legislative requirements, Council policy and current industry practices;
- Develop and maintain the organizational structure to ensure the Council's operations are aligned with the strategic objectives and corporate policies of Council;
- Ensure the provision of effective human resource services that are supportive of meeting organizational and operational requirements; and
- Promote teamwork and develop and maintain positive work relations and embrace Council's Cultural Development Plan which is improving the organization’s culture.
CHIEF EXECUTIVE OFFICER

Selection Criteria

Key Selection Criteria are used during the recruitment and selection process to assess the skills and experience of applicants in accordance with the competencies required of the role.

<table>
<thead>
<tr>
<th>Criteria:</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrated experience working at a senior/ executive level in the social, political, private and legal framework of Local Government or related environments;</td>
<td>%</td>
</tr>
<tr>
<td>Exceptional interpersonal and communication skills commensurate with the stature of the position, with particular emphasis in the areas of consultation, advocacy, negotiation, influencing, conflict resolution and assertiveness;</td>
<td>%</td>
</tr>
<tr>
<td>Ability to deliver effective, integrated and credible responses to key issues affecting Council to stakeholders, staff at all levels, community representatives and Council</td>
<td>%</td>
</tr>
<tr>
<td>High standards of personal ethics and integrity and a demonstrated commitment to transparent and professional decision making with a keen sense of propriety as to matters which may adversely impact the image of Council.</td>
<td>%</td>
</tr>
<tr>
<td>High level corporate planning and management skills, with the ability to oversee the management and coordination of complex policies, programs, projects and resources.</td>
<td>%</td>
</tr>
<tr>
<td>Ability to work within a diverse political environment as well as across a broad spectrum of community issues.</td>
<td>%</td>
</tr>
<tr>
<td>Ability to create a positive relationship with the media and to represent the administration at the highest level</td>
<td>%</td>
</tr>
<tr>
<td>Capacity for lateral thinking and creativity in determining future operational initiatives that will effectively contribute to achieving broader organizational objectives</td>
<td>%</td>
</tr>
<tr>
<td>Tertiary qualifications and evidence of ongoing professional development in relevant field</td>
<td>%</td>
</tr>
<tr>
<td>Demonstrated understanding of and commitment to Workplace Health &amp; Safety, Enterprise Risk Management and Equal Employment Opportunity principles and practices.</td>
<td>Essential</td>
</tr>
<tr>
<td>Demonstrated ability to adhere to Council’s Corporate Values: Employee Health and Safety, Client Satisfaction, Respect, Teamwork and Accountability.</td>
<td>Essential</td>
</tr>
<tr>
<td>Current QLD “C” Class drivers license.</td>
<td>Essential</td>
</tr>
</tbody>
</table>
WH&S OBLIGATION AND RESPONSIBILITY STATEMENT – CHIEF EXECUTIVE OFFICER

All employees have a legal obligation to comply with statutory and Mackay Regional Council WH&S Management System, SafePlan, WH&S policies, procedures and work instructions. Department Managers are obligated and responsible to the Chief Executive Officer for the health and safety of all under their control.

Responsibilities include:

1. Ensuring a safe work environment and safe system of work are provided for all employees, contractors, visitors and volunteers.


3. Establishing departmental objectives and Key Performance Indicators (KPIs) in line with the WH&S Management System Plan and assigning responsibility to ensure they are achieved.

4. Monitoring and assessing WH&S performance including KPIs of all sections within programs.

5. Approving departmental policies, procedures and work instructions.

6. Ensuring WH&S is an agenda item on all scheduled management and team meetings.

7. Providing adequate resources to continually improve and oversee the maintenance of SafePlan within the department and seek to provide funding in a timely and consistent manner as required.

8. Ensuring that hazard inspections are conducted at all workplaces in accordance with the ‘Hazard Inspection Matrix’.

9. Ensuring all contractors and/or suppliers provide documented evidence, that they, or the product they supply, comply with legislative standards (e.g. Australian Standards and Codes of Practice).

10. Implementing and monitoring consultative arrangements for management of WH&S within the department, in particular the WH&S Committee and WH&S Representatives.

11. Attend WH&S Committee meetings as required.
Our corporate structure

Chief Executive Officer

Executive Office

Community and Client Services
- Community Lifestyle
- Corporate Communications and Marketing
- Emergency Management
- Health and Regulatory
- MECC and Events

Organisational Services
- Financial Services
- Governance and Safety
- Information Services
- People and Culture
- Procurement and Plant
- Property Services
- Shared Services

Development Services
- Development Assessment
- Development Engineering
- Economic Development and Tourism
- Parks, Environment and Sustainability
- Strategic Planning

Capital Works
- Contract Services
- Design Services
- Field Services
- Major Projects
- Portfolio Management

Engineering and Commercial Infrastructure
- Asset Management
- Business Services
- Civil Operations
- Technical Services
- Waste Services
- Water and Sewage Infrastructure Planning
- Water and Waste Services
- Water Network
- Water Treatment

Legal Services