



## Candidate Information Pack

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### Lord Howe Island Board

#### Chief Executive

Consultants: Andrew McEncroe, Managing Partner and Kate Bromley, Consultant

July 2021

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## Links to other useful documents

<https://www.lhib.nsw.gov.au>

[Corporate Plan 2020 – 2021](#)

[Annual Report 2019 – 2020](#)

[Information Sheets](#)



## Chief Executive – Lord Howe Island Board

- Lead a unique portfolio of services
- Develop a high performing organisation
- Seeking exceptional community engagement & governance capability

Lord Howe Island is a unique, World Heritage listed island paradise recognised for its superlative natural phenomena and its rich terrestrial and marine biodiversity. It is a two-hour flight from Sydney with around 350 residents and approximately 400 visitors at any one time.

Lord Howe Island is administered by the Lord Howe Island Board, a NSW Statutory Authority established under the *Lord Howe Island Act 1953*, which gives a high level of self-governance to the community. The Board is a key agency in the NSW Department of Planning Industry and Environment cluster, with the Chief Executive reporting to the Department for the purpose of employment, and to the Lord Howe Island Board for policy and strategic direction.

The unique island context, diverse portfolio of services, and scope of the Chief Executive's responsibilities make this a rare and challenging career opportunity where you can make a difference.

The Chief Executive provides direction, leadership and the effective management of the operations and administration of the Lord Howe Island Board. The Board carries out a range of functions including administering all land tenure including residential and other leases, regulating and promoting tourism, providing local government functions and services, operation and management of the Island's aerodrome and wharf facilities, and operating a wholesale liquor trading enterprise. The Board is also responsible for energy generation and supply, is the consent authority under the *Environmental Planning and Assessment Act 1979*, and is an approved regulatory authority under the *Protection of the Environment Operations Act 1997*. It manages the Island's Permanent Park Preserve and has responsibility for the protection and conservation of the Island's fisheries, fauna and flora.

Leading a balanced approach to the effective management of the Island and the Board's activities, ensuring the care and welfare of Island residents, protecting the environment, and supporting the future prosperity of Island trading enterprises and tourism is at the centre of your challenges. You will be the key advisor to the Chairperson, Board, and Minister in the management of programs and sustainable solutions for a range of complex issues with high public interest. The Board employs approximately 60 staff with a budget of around \$11 million.

We are seeking an experienced senior executive with the ability to lead a diverse organisation and create a culture of accountability and service excellence in a high-profile role. The Board has an appetite for strategies that improve performance, requiring the Chief Executive to have exceptional capability in strategic planning for a sustainable future, financial management, and community engagement.

This is a NSW Senior Executive Band 1 role with benefits to support relocation and working in a remote area.

**To apply** and for a copy of the **Candidate Information Pack** please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the role title. Your application should include a resume and covering letter addressing your interest and suitability. For enquiries, please contact Derwent at [publicsector@derwentsearch.com.au](mailto:publicsector@derwentsearch.com.au) or call Kate Bromley or Andrew McEncroe on 02 9091 3210.

**Closing date:** Sunday, 25<sup>th</sup> July 2021

## Lord Howe Island Board

The Lord Howe Island Board is established under the Lord Howe Island Act 1953 (the Act), with a Charter to exercise community leadership, protect and preserve the environment, support the Island's economy, manage land, provide infrastructure and services to the Island community and build a strong and healthy community. The Lord Howe Island Group is inscribed on the UNESCO World Heritage List in recognition of its outstanding biodiversity, uniqueness and international importance

### **Vision**

To provide for the well-being of the Island community, and the protection and enhancement of the Island environment for the benefit of all.

### **Mission**

The Lord Howe Island Board will provide quality services and responsible and efficient resource management to support the Island community and environment, and will deliver innovative, responsive and effective management of the Island.

Over the next 3 years the Board will develop the following priority areas:

**A Vibrant and Healthy Community** - A focus on a cohesive community with access to a diverse range of cultural, learning, sporting and recreational opportunities that contribute to the health, wellbeing and quality of life of our residents.

**A Strong and Growing Economy** - A focus on the creation of employment growth and opportunity through sustainable economic development that builds upon the Island's competitive advantages.

**A Sustainable Environment** - A focus on the orderly and balanced development of the built environment, and supporting infrastructure, while at the same time protecting and preserving the Island's natural environment for future generations.

**A Well Managed Island** - A focus on the Board's leadership and management of the Island to ensure open and transparent governance that advocates on behalf of the community and encourages community participation.

### **Corporate Values Statement**

The commitment of the Board members and officers of the Lord Howe Island Board to its residents and stakeholders is underpinned by the following corporate values and principles:

- Effective service delivery to the community.
- Advocacy on behalf of the community.
- Continuous improvement which encourages initiative, creativity and innovation and values new ideas.
- Transparency and accountability in all our dealings.
- Respect and fairness to all persons.
- Teamwork and loyalty and recognition of effort and achievement.
- Responsible civic leadership.

### **Structure**

In recent years the functions of the Board have undergone significant change due to legislative amendments, community expectations and a greater emphasis on corporate governance, environmental planning and development inspection and compliance. In 2009 the Board adopted a Staffing Strategy creating three business units in response to the changes in its day-to-day operations.

The three Business Units are responsible to the Chief Executive Officer for the following operational functions:

#### **Business and Corporate Services**

- Trading Activities

- Financial Management and Reporting
- Information Technology
- Human Resource Management
- Records Management
- Board Meeting Support and Administration
- Annual Reporting

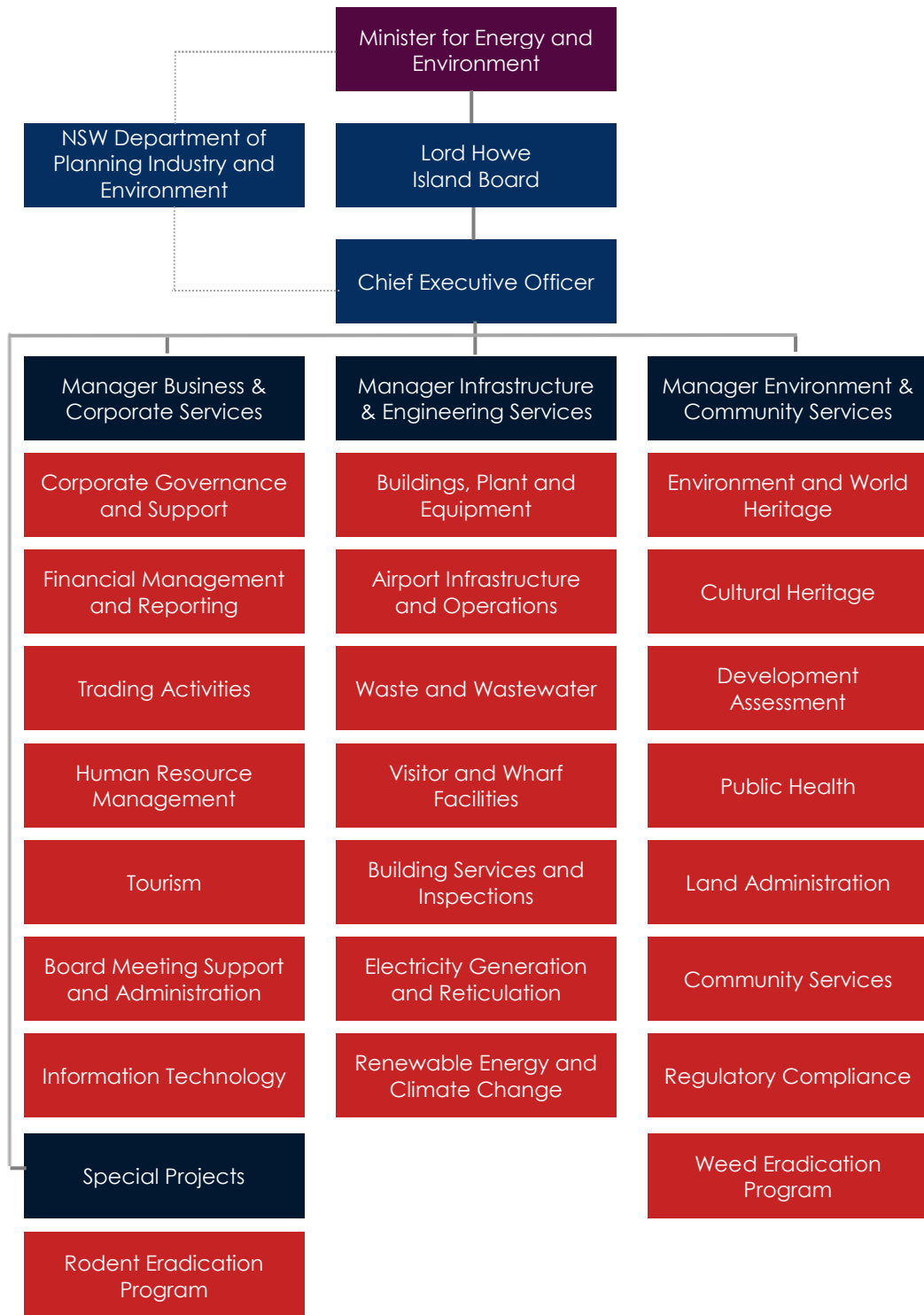
#### **Environment and Community Development**

- Environment and Cultural Heritage
- World Heritage
- Building Services and Inspection
- Environmental Health
- Town Planning and Lease Administration
- Community Welfare and Liaison
- Regulatory Compliance

#### **Infrastructure and Engineering Services**

- Property, Plant and Equipment
- Water and Sewerage
- Airport Infrastructure and Operations
- Visitor Facilities, Parks and Gardens
- Wharf and Marine Facilities
- Waste Management
- Electricity Generation and Reticulation
- Renewable Energy and Climate Change.

## ORGANISATIONAL STRUCTURE





# Role Description

## Chief Executive



Planning,  
Industry &  
Environment

Cluster	Planning, Industry and Environment
Agency	National Parks and Wildlife Service / Lord Howe Island Board
Division/Branch/Unit	Lord Howe Island
Role number	27721
Classification/Grade/Band	Senior Executive Band 1
Senior executive work level standards	Work Contribution Stream: Agency Head
ANZSCO Code	11111
PCAT Code	3119192
Date of Approval	March 2018
Agency Website	<a href="http://www.lhib.nsw.gov.au">www.lhib.nsw.gov.au</a>

### Agency overview

The Department of Planning, Industry and Environment is the lead NSW Government agency in planning for a growing NSW and delivery of better outcomes in the areas of planning, local government and the environment. The Lord Howe Island Board is part of the Department of Planning Industry and Environment and is a key agency within the Cluster.

The Board is constituted as a corporation under the Lord Howe Island Act 1953 and is charged with the responsibility of administering the affairs of the Island in accordance with that Act. The Board carries out a range of functions including controlling all land tenure on the Island, administering all residential and other leases, regulating and promoting tourism, operating a wholesale liquor trading enterprise, providing local government functions and services, and operation and management of the Island's aerodrome and wharf facilities. The Board is also responsible for energy generation and supply, is the consent authority under the Environmental Planning and Assessment Act 1979, and is an approved regulatory authority under the Protection of the Environment Operations Act 1997. It also manages the Island's Permanent Park Preserve and has responsibility for the protection and conservation of the Island's fisheries, fauna and flora.

### Primary purpose of the role

The Chief Executive provides direction, leadership and the effective management of the operations and administration of the Lord Howe Island Board. The role plays a key role in service delivery, infrastructure management and support for the island community, as well as the conservation of World Heritage listed natural values.

### Key accountabilities

- Define, execute and manage the activities and resources of the Island to ensure all programs and services delivered, are appropriate, efficient and effective in meeting the targets and regulatory responsibilities of the

Board.

- Provide timely, accurate and relevant expert advice to the Chairperson, Board and Minister, on all matters pertaining to the Island and contribute to strategic and business continuity planning and reporting to ensure planning and decision making are informed by high quality program/service strategy and advice
- Manage the allocation of financial, physical and human resources and program/service budget management and compliance across a diverse range of activities, and provide analysis and reporting of financial, budget and business performance metrics to contribute to informed decision making
- Develop and execute robust frameworks and governance programs to identify, manage and minimise financial, reputational and program/service delivery risks, and to meet legal and policy requirements
- Build stakeholder relationships to understand needs, monitor stakeholder interests and identify and report on any issues and risks relating to the tourism, trade and business affairs of the Island.
- Develop and implement programs to ensure that the natural heritage of the Island is conserved, protected and managed in line with World Heritage values and the needs of community tourism is balanced with the protection of the environment.
- Proactively manage government functions on the Island, as well as the management of reserves, cemeteries, public buildings, the Island Aerodrome, wharf and shipping facilities and the generation and supply of electricity to Island residents.

## Key challenges

- Developing and implementing a balanced approach to the effective management of the island and the Board's activities, including ensuring the care and welfare of Island residents; protecting the environment; and supporting the future prosperity of Island trading enterprises and tourism.
- Supporting the Chairperson, Board and Minister in the management of programs and sustainable solutions as well as complex, politically sensitive, and issues with media and public interest .
- Addressing issues arising within a small, unique, dynamic and complex environment in a remote World Heritage Area.

## Key relationships

Who	Why
<b>Ministerial</b>	
Minister's Office	<ul style="list-style-type: none"><li>• Build and maintain strong relationships with the Minister and their staff</li><li>• Provide high level strategic, authoritative, accurate, timely, and evidence based critical analysis and advice</li><li>• Prepare briefs and support with communications, critical issues response and strategic messaging to the Minister</li></ul>
<b>Internal</b>	
Chairperson and the Lord Howe Island Board	<ul style="list-style-type: none"><li>• Build and maintain effective relationships</li><li>• Provide strategic, expert and authoritative advice</li><li>• Provide advice and recommendations which influence strategy, initiatives and decisions</li><li>• Consult and collaborate and receive guidance on strategic and corporate planning and reporting</li></ul>



Who	Why
Deputy Secretary - National Parks and Wildlife Service, and Executive Director, Business Delivery, NPWS	<ul style="list-style-type: none"> <li>• Act as subject matter expert on stakeholder engagement matters</li> <li>• Provide advice and recommendations which influence strategy, initiatives and decisions</li> <li>• Establish funding and resources aligned to strategic plans and priorities</li> <li>• Communicate information related to outcomes against budgets and performance measures</li> <li>• Inform of emerging issues impacting objectives</li> <li>• Provide program performance information and seek feedback to evaluate satisfaction with quality of advice, programs and initiatives</li> </ul>
Team members	<ul style="list-style-type: none"> <li>• Provide leadership, guidance and support to deliver on agency and Ministerial needs</li> <li>• Set and manage performance and development requirements • Share information and encourage contribution of ideas to improve delivery outcomes</li> </ul>
<b>External</b>	
NSW Government Agencies, peak bodies, media organisations, lobby and advocacy groups, interest groups, industry and community stakeholders, and individuals	<ul style="list-style-type: none"> <li>• Foster effective and cooperative relationships</li> <li>• Liaise to keep informed of directions and represent stakeholder views</li> <li>• Promote the Island and liaise to understand priorities and facilitate involvement and input in development of policies and plans</li> <li>• Market the Island as a sustainable destination for tourism, in cooperation with the Lord Howe Island Tourism Association, Destination NSW and other tourism bodies.</li> </ul>

## Role dimensions

### Decision making

The Chief Executive:

- is the key advisor to the Minister, Chairperson and the Board, and Deputy Secretary NPWS on all matters for the Island
- is fully accountable for the content, accuracy, validity and integrity of advice provided
- leads staff to manage and achieve program, schemes, system and practice outcomes for the Island
- negotiates matters related to area of responsibility and make decisions in relation to the quality of work performed and how to achieve business outcomes
- makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters
- acts with considerable autonomy and independence in determining how to achieve results, allocate resources, the work performed, and service target guarantees within the framework of the Lord Howe Island Act, the Local Environmental Plan and the objectives of the Board
- exercises delegations under the Lord Howe Island Act and associated regulations as a Local Registrar under the Registrations of Births, Deaths and Marriages Act

## Reporting line

The Chief Executive reports to the Executive Director Business Delivery National Parks and Wildlife Service for the purpose of employment, and, for policy and strategic direction, to the Lord Howe Island Board.

## Direct reports

4

## Budget/Expenditure

\$10M

## Essential requirements

Relevant tertiary qualifications and/or extensive executive management experience

## Capabilities for the role


The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

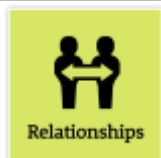
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>Model the highest standards of ethical and professional behaviour and reinforce their use</li><li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li><li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li><li>Monitor ethical practices, standards and systems and reinforce their use</li><li>Act promptly on reported breaches of legislation, policies and guidelines</li></ul>	Advanced
	<b>Communicate Effectively</b>	<ul style="list-style-type: none"><li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li></ul>	Highly Advanced



Communicate clearly, actively listen to others, and respond with understanding and respect

- Speak in a highly articulate and influential manner
- State the facts and explain their implications for the organisation and key stakeholders
- Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations
- Anticipate and address key areas of interest for the audience and adapt style under pressure

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### **Commit to Customer Service**

Advanced

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

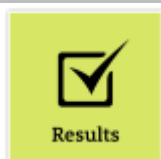
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### **Work Collaboratively**

Highly Advanced

Collaborate with others and value their contribution

- Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
- Publicly celebrate the successful outcomes of collaboration
- Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
- Identify and overcome barriers to collaboration with internal and external stakeholders



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### **Deliver Results**

Highly Advanced

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
  - Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
  - Identify, recognise and celebrate success
-



- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

### Think and Solve Problems

Advanced

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria



### Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
- Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound
- Assess relative cost benefits of various purchasing options
- Promote the role of sound financial management and its impact on organisational effectiveness
- Obtain specialist financial advice when reviewing and evaluating finance systems and processes
- Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner

Advanced

### Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning



- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

### Inspire Direction and Purpose

Advanced

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges





## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

### COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept

 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept



## The Application and Selection Process

### **COVID-19**

In this dynamic and challenging environment, Derwent and the NSW Department of Planning, Industry & Environment are responding to changes to ensure the safety and equity for all applicants and stakeholders. Interviews will be held in accordance with NSW Health guidelines and may be appropriately conducted in person or by video conference. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

### **Candidate Care**

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

### **Applications**

**Closing date:** Sunday, 25<sup>th</sup> July 2021

#### Applications:

All applications are to be received by Derwent. To apply, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the role title. Your application should include a resume and a cover letter highlighting your suitability.

#### Inquiries:

Contact Derwent by email [publicsector@derwentsearch.com.au](mailto:publicsector@derwentsearch.com.au) and we will reply with information and arrange a convenient time to speak as required. Derwent will maintain confidentiality with respect to contact by potential applicants.

### **Selection process**

Derwent will conduct a review of applications for the NSW Department of Planning, Industry & Environment to consider and select a candidate shortlist to attend an interview with the selection panel. The interview will reflect the Essential Requirements and Focus Capabilities provided in the Role Description.

Candidates may also be required to complete additional assessments such as a presentation, personality profile and cognitive ability assessments. Further information and sufficient notice regarding additional assessments will be provided, and reasonable adjustments will be provided for candidates with a disability.

### **Reference Checks**

For candidates in final consideration, at least two referees will be contacted with permission before an offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role.

### **Pre-employment verification and background checks**

Before an offer of employment is made the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Financial Regulatory Check
- Bankruptcy Check.

**Thank you for your interest in the Lord Howe Island Board.**