

## POSITION DESCRIPTION

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**Position Title:** Board Director / Regional Economic Development Steering Group (REDSG) Chairperson

**Date:** 15 May 2019

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### CONTEXT

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The Cradle Coast Authority (CCA) is a joint authority established under the *Local Government Act (1993)* by the nine Councils of North West Tasmania to facilitate the sustainable development of the region, resolve regional issues and coordinate regional-scale activity. The CCA is recognised by the nine Councils as the Economic Development (ED) body for the Cradle Coast region.

CCA derives its objectives, functions, powers and responsibilities from the CCA Rules (the Rules) and member Council expectations. The CCA is responsible for ensuring effective governance systems and processes are in place to shape, enable and oversee management of CCA and achieve statutory and legislative objectives.

CCA is also responsible for regional tourism and natural resource management (NRM) in accordance with relevant statutory and policy instruments. The tourism and NRM functions are funded by State and Commonwealth Governments in accordance with grants that may impose certain conditions and expectations. Business functions are supported by Committees established by the Board. Each Committee has Rules or similar documents that govern their role, responsibilities and organisational relationships.

CCA is governed by a Board of Directors that operates in accordance with responsibilities under the Corporations Act, the Board is accountable to member council Representatives for the performance of the organisation. The Representatives group comprises two representatives (nominally the Mayor and General Manager) from each member council.

### BOARD COMPOSITION

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In accordance with the current Rules, the Board is comprised of *at least*:

- a) Two (2) Directors, independent of the member councils, with expertise relevant to the objectives of CCA;
- b) One (1) Director, independent of the member councils, to be the Chairperson of the Board;
- c) One (1) Director that is the Chair of the Regional Tourism Committee;
- d) One (1) Director that is the Chair of the Regional NRM Committee;
- e) Two (2) Directors that are Mayors of a member council;
- f) One (1) Director that is a General Manager of a member council;

## **PRIMARY OBJECTIVE**

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The Board is responsible for and has the authority to determine all matters relating to the policies, practices and strategic direction of the CCA in accordance with the Rules. Each year the Board is required to submit Guiding Documents (Annual Plan and Budget) to the Representatives.

The Board's role is to ensure the CCA achieves its strategic objectives whilst providing leadership, fiduciary oversight and corporate governance. The Board's focus is on policy, strategy, compliance, monitoring (financial and non-financial) and organisational performance.

The Chairperson of the Regional Economic Development Steering Group (REDSG) provides strategic oversight to the Steering Group and is responsible for ensuring the efficient and effective operation of the ED function in accordance with relevant instruments.

The REDSG is a committee of the Board, appointed by the Board. The REDSG is responsible for taking a contemporary best practice approach to ensure economic development is strengthened locally. Steering Group Members, collectively, are to have expertise relevant to add value to the ED objectives and functions.

The purpose of the REDSG is to provide overall systems leadership and guide the implementation and review of the Cradle Coast Regional Futures Plan (RFP), and to provide advice to the Board (and Tasmanian and Australian Governments when requested) on related ED matters, including prioritising regional investment opportunities.

## **KEY ACCOUNTABILITIES**

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The Board will govern with an emphasis on:

- a) Proactively managing future strategic issues;
- b) Encouraging a diversity of opinions and views;
- c) The development and expression of a collective responsibility for all aspects of the Board's performance;
- d) Continuing improvement in Board and individual Director effectiveness; and
- e) The best interests of the CCA and the region.

The role of the Board includes:

- a) Determining, reviewing and maintaining the vision, purpose and values of the organisation;
- b) Approval of short and long-term strategies;
- c) Approval of annual budgets;
- d) Approval of expenditure over pre-specified limits;
- e) Appointment, performance evaluation and (if the circumstances necessitate) termination of the employment contract of the CEO;

- f) Recognising and managing risk;
- g) Providing a check on the integrity of external financial and non-financial reports;
- h) Any additional monitoring of the CCA to be satisfied it is being properly managed; and
- i) Supporting effective engagement with key stakeholders.

## **ROLE**

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The REDSG Chair is responsible to the Board for the performance and exercise of the REDSG functions, and the achievement of the RFP objectives.

The REDSG Chair needs to be fully conversant with the business of the Board and ensure compliance with all legal, statutory and policy obligations. The REDSG Chair must have an understanding of the public-sector environment in which CCA operates, including the CCA's objectives, policy framework and risk appetite.

The REDSG Chair is to endeavor to ensure other Board Directors, Steering Group Members, Representatives, employees, stakeholders and ultimately the Cradle Coast community have confidence in his/her leadership and in the operations of the Economic Development Steering Group. The REDSG is not responsible for the day-to-day management and administration of CCA, that responsibility rests with the CEO.

In addition to the responsibilities that apply to Steering Group Members generally, the following key responsibilities apply to the Chairperson:

### **Subject Matter Knowledge**

- Maintain a sound understanding of contemporary best practice economic development approaches and their practical application.

### **Steering Group Leadership**

- Build an effective Steering Group with the necessary skills, knowledge and experience, including overseeing the management, recruitment and induction of Steering Group Members;
- Assist members to understand their role, responsibilities and accountabilities, motivate, develop and mentor Steering Group Members, and, where appropriate, deal with underperformance;
- Lead by example in demonstrating behaviors desired from Members including integrity, accountability, professionalism and respect;
- Facilitate an environment of trust and openness to ensure consultative and constructive communications amongst Steering Group Members, and encourage their contribution to Steering Group deliberations; and

- Ensure information provided to the Steering Group is relevant, accurate, timely and sufficient to keep the Steering Group appropriately informed of the performance, finances, affairs, opportunities and challenges of the CCA and of any developments that may have a material impact on the RFP.

### **Strategic Leadership**

- Provide leadership and develop Steering Group Members into a cohesive and effective team that maintains a strategic focus;
- Lead meetings and strategic planning sessions efficiently and seek consensus when making decisions;
- Clearly articulate what the Steering Group has to achieve, both in the short and long term in order to set objectives and monitor performance; and
- Assess and manage risk and report concerns to the Board.

### **Steering Group Management**

- Ensure there are no undisclosed conflicts of interest, and that conflicts of interest are managed appropriately;
- Shape the meeting agenda in relation to goals, strategy, budget and performance;
- Ensure meetings are properly planned and managed;
- Ensure that the Steering Group comes to clear conclusions or gives clear direction to management/CEO at meetings and that these decisions and directions are accurately recorded;
- Liaise the other Committee chairs and report to the Board where appropriate; and
- Oversee and facilitate Steering Group evaluation reviews and succession planning.

### **Relationship with the CEO**

- Act as key point of contact between the CEO and Steering Group between meetings;
- Work with the CEO in negotiation with other organisations; and
- Work with the CEO to develop and deliver the RFP Annual Plan, Implementation Plan and Annual Report.

### **Leadership**

- Develop high-level effective relationships with stakeholders;
- In line with the CCA's media policy, act as spokesperson for the Steering Group as appropriate;
- Communicate decisions of the Steering Group, in conjunction with the CEO, to the CCA's stakeholders and to the public in a timely and accurate way.
- Represent the CCA as otherwise required from time to time and promote the work of CCA

in the community as opportunities arise; and

- Undertake duties and responsibilities, honestly, fairly and diligently, in accordance with the law and all policies and process and guidelines of the CCA, for the benefit of the Cradle Coast community and in the best interests of the region's economy.

The REDSG Chair will be required to undertake commitments out-of-meeting and be contactable for decision making purposes, media presentations, interviews or consultation as required. Out-of-meeting commitments may include attending briefings and meetings with business and industry, local government and government agencies as required.

## **PERFORMANCE**

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The competence and performance of Directors will be measured by their:

- Ability and willingness to think, act and speak independently and strategically with confidence and courage in carrying out Board responsibilities while seeing the big picture.
- Experience and 'know-how' in activities relevant to the services and purpose of CCA.
- Ability to understand the Board's primary responsibilities and the high level of competency required by the employees to carry out agreed policies.
- Freedom from real and/or apparent conflicts of interest.
- Responsiveness to change and ability to consider trade-offs and consequences.
- Use of own resources and capability to initiate suggestions to the Board on innovations, strategy, planning and other aspects of policy making; and
- Regular attendance and active participation in Board meetings, activities and CCA representation and advocacy.

## **COMMITMENT**

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Directors must fulfil their fiduciary duty to act in the CCA's best interest at all times regardless of personal position, circumstances or affiliation.

- Directors should be familiar with CCA's constitutional arrangements and be aware of, and fulfil, the statutory and fiduciary responsibilities of a Board member.
- CCA's *Values and Behaviours and Related Party/Conflict of Interest* policies provide direction to Directors and the Board in addressing key ethical issues.
- Directors are expected to be punctual and attend regularly for the full extent of Board meetings and be willing to contribute between meetings if required; and
- Directors should come fully prepared for meetings.

## **ORGANISATIONAL RELATIONSHIPS**

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### *Internal*

- Board Chairperson and Directors
- CEO
- Management
- Representatives
- Committee Members

### *External*

- Member councils
- Industry peak bodies
- Government departments and agencies, local, state and federal

## **KNOWLEDGE, SKILLS AND EXPERIENCE**

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### **ESSENTIAL**

1. Previous experience as a Chairperson and Director
2. Strong leadership and communication skills
3. Experience in economic development, business or industry
4. Strategic planning skills
5. Sound understanding of regional issues, politically astute and the ability to build trust and confidence with stakeholders
6. Commitment and connection to the region
7. High levels of emotional intelligence and the capacity to adopt best practice collaborative processes
8. Ability to build linkages between other regions and engage state-wide

### **DESIRABLE**

1. Graduate qualification in a relevant field such as; business, economic development or corporate governance
2. Completion of Australian Institute of Company Directors course (or equivalent)

## **TERM OF APPOINTMENT AND REMUNERATION**

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- The appointment will be for an initial two-year period
- The appointee shall be eligible for re-appointment for a further two-year term at the discretion of the Board provided that a maximum term of appointment shall be four (4) years.
- The Board will meet bi-monthly and the Economic Development Steering Group will meet at least four times per year.
- Remuneration of \$11,000 per annum will be paid inclusive of minimum superannuation guarantee. This consists of a \$9,000 Director's fee and a \$2,000 fee for being a member and Chairperson of the Regional Economic Development Steering Group.

## **RELATED DOCUMENTS**

1. Cradle Coast Authority Rules
2. Cradle Coast Regional Futures Plan
3. Cradle Coast Authority REDSG Charter (DRAFT)