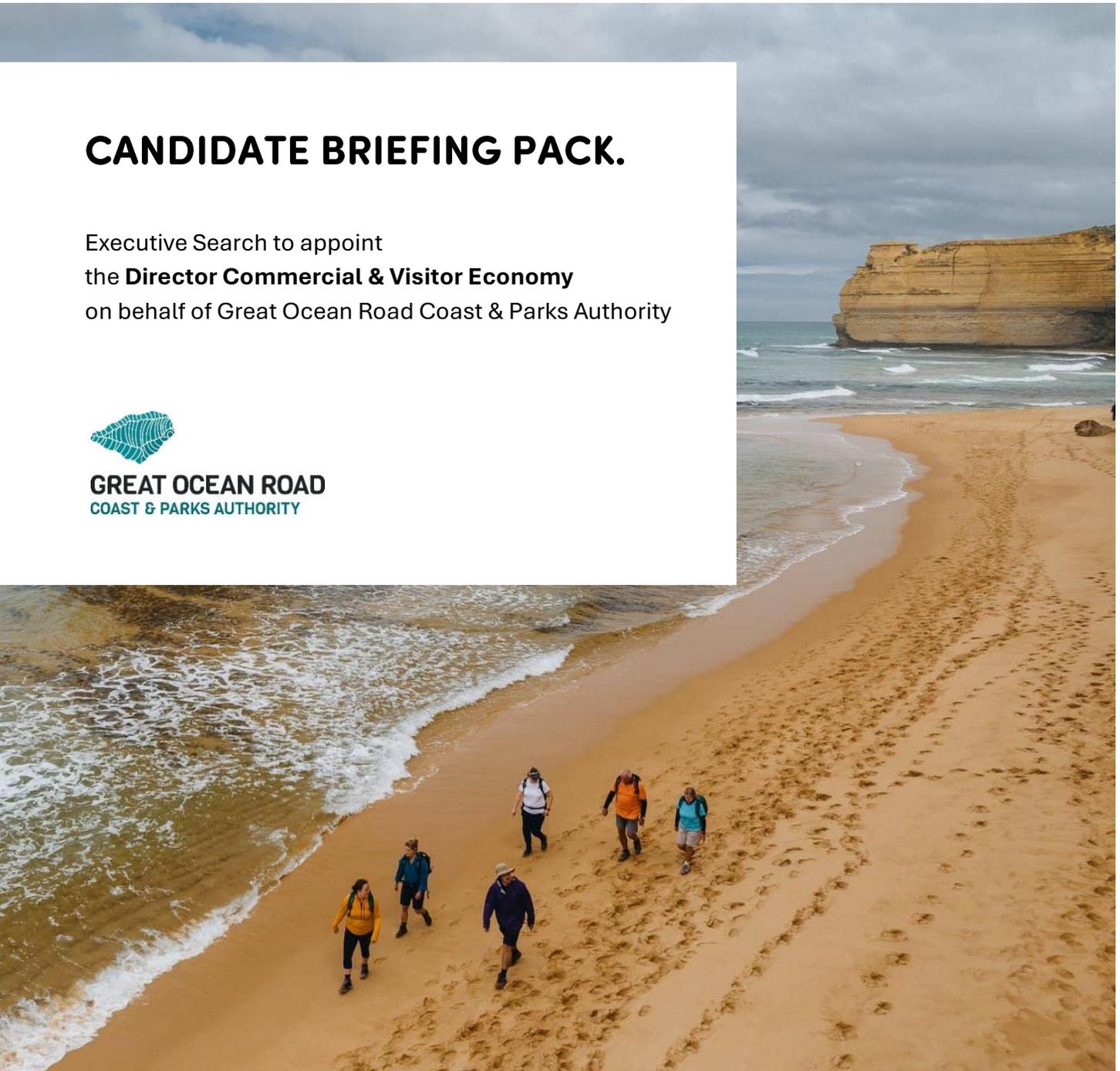


## **CANDIDATE BRIEFING PACK.**

Executive Search to appoint  
the **Director Commercial & Visitor Economy**  
on behalf of Great Ocean Road Coast & Parks Authority



**GREAT OCEAN ROAD**  
COAST & PARKS AUTHORITY



# TABLE OF CONTENTS.

Introducing Great Ocean Road Coast & Parks Authority .....	3
Chief Executive Officer .....	6
Position Description .....	7
How to Apply .....	11

# Introducing Great Ocean Road Coast & Parks Authority



## **GREAT OCEAN ROAD** COAST & PARKS AUTHORITY

The Great Ocean Road Coast and Parks Authority (GORCAPA) is the dedicated Victorian Government entity entrusted with the care, protection and sustainable management of one of Australia's most breathtaking and culturally significant coastal regions. Established under the Great Ocean Road and Environs Protection Act 2020, GORCAPA was created to address the complex and fragmented management of the coastline and ensure the long-term conservation of this iconic landscape.

GORCAPA is responsible for managing more than 170,000 hectares of coastal reserves, National Parks, Marine Sanctuaries and foreshores stretching along 355 kilometres of stunning coastline. This includes high-profile sites such as the Twelve Apostles Precinct and Cape Otway Lightstation, as well as local ports, community reserves and critical marine environments.

At the heart of its work is a commitment to protect the unique environmental, cultural, heritage and community values of the region. GORCAPA acknowledges the intrinsic connection of the Eastern Maar and Wadawurrung Peoples to Country and actively involves them in its land management and decision making. GORCAPA engages with local communities and other responsible entities to integrate cultural knowledge, ensure environmental stewardship, support sustainable visitation and build lasting benefits for regional economies and generations to come.



## **GORCAPA Principles**

### **1: General and Economic Benefit**

The Great Ocean Road coast and parks, including its natural features, character and appearance, should be protected and enhanced through the effective integration of environmental, cultural, social and economic considerations.

### **2: Aboriginal Inclusion**

Aboriginal cultural values, practices, heritage, knowledge and the Traditional Owners' intrinsic connection to Country should be acknowledged, respected, protected and promoted through partnership and involvement in policy development, planning, and decision-making.

### **3: Social Consideration and Engagement**

Recognition of the heritage of the Great Ocean Road and post-European settlement communities, and community consultation

should play an essential and effective role in the protection, improvement and promotion of the Great Ocean Road coast and parks.

### **4: Environmental Advocacy**

Natural, cultural and ecological values should be protected, and cumulative impacts on the environment should be considered in decision-making to ensure a net gain for the environment arising out of land use.

### **5: Intergenerational Equity**

Equitable access for all people, now and for generations to come.

### **6: Connectedness**

Kayap-Ngeerrang. A Gunditjmara phrase which means one mother, the principle of connectedness through Mother Earth, or in Aboriginal terms, Country or Place.





## **Chief Executive Officer**

### **Christine Ferguson**

Christine Ferguson was appointed Chief Executive Officer of the Great Ocean Road Coast and Parks Authority (GORCAPA) in September 2025, following her tenure as interim CEO since April of the same year.

An accomplished executive and non-executive director, Christine brings more than a decade of senior leadership experience across the Victorian public sector, particularly in environment, land, and emergency management. Her career has been defined by a strong commitment to public service, environmental stewardship, and effective governance.

Before joining GORCAPA, Christine held senior executive positions within the Department of Energy, Environment and Climate Action and has served in several high-profile governance and advisory roles. She is currently a Board Director and Deputy Chair of Triple Zero Victoria, a Committee Member for Regional Development Australia, and has previously been appointed as a Municipal Monitor by Local Government Victoria.

Christine's exceptional leadership and service to the Victorian community have been recognised through the awarding of the Public Service Medal for outstanding service.

As CEO of GORCAPA, Christine leads the organisation's mission to protect, conserve and enhance the iconic Great Ocean Road coast and parks. She is passionate about delivering the Victorian Government's vision for holistic and sustainable management of this unique and treasured part of the state.

# Position Description

## Director Commercial & Visitor Economy



**GREAT OCEAN ROAD**  
COAST & PARKS AUTHORITY

### Position Details

Position title:	Director Commercial & Visitor Economy
Classification:	SES-1 (\$232,790 - \$298,488 TRP)
Employment term and type:	Fixed Term (up to 5 years), Full Time 1.0 FTE
Work location:	Torquay, Victoria (FWA / minimum 3 days per week on-site)
Reports to:	Chief Executive Officer
Team:	3 Direct Reports (Team FTE circa: 150)

### Purpose of the Position

The Director, Commercial and Visitor Economy provides enterprise level executive leadership for the Authority's commercial and visitor economy functions, with accountability for sustainable revenue generation, commercial performance, and long-term financial resilience in support of the Authority's statutory objectives.

As a member of the Executive Leadership Team, the Director contributes to whole-of-Authority strategy, stewardship and decision making, supporting organisational maturity and transition. The role leads the Authority's responsibilities as the lead agency for tourism policy and destination stewardship across the Great Ocean Road region, ensuring commercial and visitor economy decisions deliver strong financial outcomes, managed risk and enduring public value, while protecting environmental, cultural and community outcomes.

Operating with a high degree of autonomy and accountability within legislative, policy and governance frameworks, the Director applies strategic and commercial judgement, drives disciplined investment and portfolio management, and ensures transparency, probity and risk management across all commercial activities. The role builds organisational capability, models public sector values, and balances commercial imperatives with community expectations to maintain trust and social licence.

## Key Accountabilities

### Executive Leadership and Enterprise Strategy

- Provide enterprise-level executive leadership for the Authority's commercial and visitor economy portfolios, with clear accountability for sustainable revenue generation, commercial performance and long-term financial resilience.
- Contribute to whole-of-Authority strategic, financial and workforce planning, supporting organisational transition, maturity and balance sheet sustainability.
- Lead the development and implementation of commercially robust operating models that strengthen organisational self-sufficiency while maintaining public trust, probity and alignment with public sector values.

### Commercial Strategy, Portfolio Performance and Yield Optimisation

- Develop, implement and continuously refine an integrated commercial strategy that optimises revenue, yield and asset utilisation across tourism assets, accommodation, leases, licenses and permits.
- Oversee the commercial performance of caravan parks, the Cape Otway Lightstation, Twelve Apostles Visitor Centre and other visitor assets, ensuring each operation has a clear commercial mandate, performance targets and accountability framework.
- Drive portfolio optimisation through rigorous assessment of asset performance, growth opportunities, risk exposure and return on investment.
- Ensure commercial decisions are underpinned by robust market intelligence, demand forecasting, scenario analysis and financial modelling.

### Sustainable and Regenerative Tourism as an Economic Driver

- Lead the development and delivery of Sustainable and Regenerative Tourism strategies and facilities that generate measurable economic returns while protecting environmental, cultural and community values.
- Position sustainability, digital capability and innovation as commercial enablers that enhance visitor experience, asset performance and long-term economic value.
- Strengthen the Authority's role as a destination steward by integrating visitor economy growth with place-based outcomes and long-term regional resilience.

### Commercial Projects, Investment and Risk Management

- Provide executive oversight of end-to-end commercial project governance, from opportunity identification and due diligence through to delivery, commissioning and operational handover.
- Apply disciplined, risk-adjusted investment decision-making that balances financial returns, market conditions, policy settings, environmental and cultural impacts.
- Ensure commercial, financial and reputational risks are identified early, actively managed and escalated appropriately through established governance and assurance frameworks.

### Partnerships, Commercial Negotiation and Market Engagement

- Lead complex commercial negotiations with investors, operators, government partners and Traditional Owners to secure commercially sound, values-aligned and enduring outcomes.
- Identify and pursue funding opportunities, co-investment models and delivery partnerships that leverage public and private capital to maximise value.
- Oversee public-private partnerships and long-term commercial agreements to protect the Authority's financial, operational and reputational interests.

### **Stakeholder and Community Stewardship**

- Balance commercial objectives with visitor experience and community expectations through transparent, credible and respectful engagement.
- Build and maintain the Authority's social licence to operate by clearly articulating the economic, environmental and community benefits of commercial and visitor economy initiatives.
- Represent the Authority in external forums, committees and strategic engagements, reinforcing its reputation as a commercially capable, trusted and values-led public entity.

### **Financial Management, Governance and Assurance**

- Provide executive oversight of commercial budgets, forecasts, cashflows and performance reporting, ensuring strong financial discipline, transparency and accountability.
- Ensure all commercial operations operate within fit-for-purpose governance, risk management, compliance and assurance frameworks.
- Oversee the implementation of asset management systems, lifecycle planning and inspection regimes to protect asset value, safety and revenue streams.

### **People Leadership and Commercial Capability Development**

- Lead, develop and performance-manage a high-performing commercial and visitor economy workforce, including internal teams and specialist external advisors.
- Build enterprise capability in commercial acumen, contract management, negotiation, investment analysis and performance management.
- Model ethical, inclusive and accountable leadership consistent with VPS values, fostering a culture of high performance, integrity and continuous improvement.

## **Key Selection Criteria**

### **Shape Strategic Thinking**

- Demonstrated experience providing enterprise-level leadership across commercial and/or visitor economy portfolios, with accountability for sustainable revenue generation, asset performance and long-term financial resilience.
- Proven ability to develop, implement and refine integrated commercial and visitor economy strategies that balance financial returns, risk management and enduring public value.
- Highly developed strategic and systems thinking capability, with the ability to integrate market dynamics, policy settings, asset stewardship, environmental and community considerations into executive decision-making.

### **Achieve Results**

- Demonstrated success delivering strong commercial and financial outcomes within complex, regulated or public-facing environments.
- Advanced commercial and financial acumen, including investment appraisal, portfolio optimisation, budgeting, forecasting, scenario analysis and risk-adjusted decision-making.
- Proven experience governing major commercial projects, investments, partnerships or ventures through disciplined governance frameworks to achieve sustainable outcomes.

### **Foster Collaboration**

- Extensive experience leading complex, high-value negotiations with senior government stakeholders, investors, operators, delivery partners and Traditional Owners.
- Demonstrated ability to influence and align diverse stakeholders with competing commercial, environmental and community objectives to achieve values-aligned outcomes.

- Highly developed executive communication skills, including the ability to clearly articulate commercial strategy, risk and public value to Boards, Ministers, community stakeholders, and senior executives.

**Display Personal Drive and Integrity**

- Demonstrated executive people leadership capability, including building high-performing teams and organisational capability in commercial acumen, contract management and performance accountability.
- Strong ethical judgement, resilience and composure in high-profile, commercially sensitive and politically complex environments.
- Demonstrated commitment to transparency, probity, accountability and the application of VPS values in executive decision-making.

**Qualifications and Experience**

- Relevant tertiary qualifications in Business, Commerce, Economics, Tourism, Finance or a related discipline, or equivalent senior executive experience.
- Substantial senior leadership experience in commercial strategy, asset commercialisation, tourism or visitor economy roles within complex organisations.
- Demonstrated experience in market analysis, commercialisation, product or asset development and revenue optimisation.
- Proven experience leading complex commercial negotiations, investment arrangements and public-private partnerships within robust governance frameworks.

**Terms and Conditions of Employment**

Appointment to this position is subject to the successful applicant being able to:

- Provide a National Police Check Certificate
- Obtain a Working with Children Certificate
- Provide evidence of Australian Work Rights
- Hold a current Australian Driver’s Licence.

**Organisational Relationships**

Reports to:	Chief Executive Officer
Direct reports:	Accommodation Services Manager Commercial and Visitor Economy Manager Twelve Apostles Visitor Centre General Manager
Internal liaisons:	All Great Ocean Road Coast and Parks Authority departments.
External liaisons:	Community, Agencies and Government Stakeholders.



# How to Apply

Candidates are strongly encouraged to review the 'Candidate Briefing Pack' prior to enquires or lodging an application.

## Application Instructions

To apply for the Director Commercial & Visitor Economy position, please submit the following documents:

- **A current Resume**
- **A one-page Cover Letter** outlining your suitability for the role and commitment to working minimum 3 days per week in Torquay.
- All application documents must be submitted in MS Word or PDF format and emailed to: [applications@peterwilliampartners.com](mailto:applications@peterwilliampartners.com)

Responses to key selection criteria are not required but may be requested at a later stage of the assessment process.

*\*Please note that applications sent to individual email addresses (including Dean Unkles), will not be acknowledged.*

## For Confidential Enquiries

Please contact Dean Unkles, Managing Director, Peter William Partners via email [dean.unkles@peterwilliampartners.com](mailto:dean.unkles@peterwilliampartners.com)

---

**Queries close:** 5.00 pm AEDT Tuesday 3<sup>rd</sup> March 2026

**Applications close:** 5.00 pm AEDT Thursday 5<sup>th</sup> March 2026

---

We encourage candidates to submit applications in advance of the close date.

Applicants must be either an Australian Citizen, Permanent Resident or hold a valid working visa.

Incomplete applications will NOT be acknowledged.

*Peter William Partners have been exclusively retained by GORCAPA to deliver this executive search. Any unsolicited applications will be redirected to Peter William Partners and managed via the campaign. If you experience any difficulty in lodging your application online, please contact [info@peterwilliampartners.com](mailto:info@peterwilliampartners.com)*