

APPLICANT PACK

General Manager

City of Coffs Harbour



RECRUITING FOR:



CONTACT

Mark Ogston
Chief Executive
Leading Roles

☎ 0407 674 412

✉ mark.ogston@leadingroles.com.au

Message from the Mayor



Dear Candidate

Thank you for your interest in the role of General Manager at the City of Coffs Harbour.

Our Council is united in its ambition to revitalise Coffs Harbour and deliver on the opportunities now in front of us. With the bypass nearing completion and major civic investments like Yarrila Place complete, this is a defining moment for our city.

Our long-term direction is clearly set out in our Community Strategic Plan, MyCoffs 2032. We're focused on enhancing access to inclusive community spaces, supporting local businesses and tourism, protecting our coastal and environmental assets and improving transport, connectivity and sustainable urban planning.

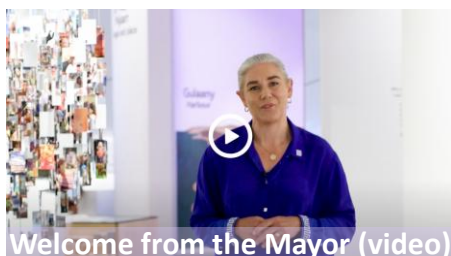
Above all, we're committed to strong, transparent and consultative leadership. These themes will guide your work and help ensure that the city grows with purpose, fairness and resilience.

We are seeking a leader who can turn strategy into action, strengthen partnerships and rebuild organisational confidence. The next GM must bring integrity, vision and a collaborative approach — someone who engages authentically with our team, our councillors, our community and our stakeholders.

This is a significant leadership role in one of regional Australia's most exciting coastal centres. If you're energised by meaningful work and public impact, we'd love to hear from you.

Sincerely,

Cr Nikki Williams
Mayor



Contents

➤ About the Opportunity	4
➤ Candidate Profile	8
➤ Remuneration and Conditions	10
➤ About City of Coffs Harbour	11
➤ Living in the Region	16
➤ Recruitment Processes and Timeframes	19
➤ Contact	21
➤ Attachment: Position Description	
➤ Attachment: Organisational Structure	

City of Coffs Harbour acknowledges the traditional custodians of the land, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders, past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.





Leading Roles is proud to partner with the City of Coffs Harbour in the recruitment of their next General Manager. This is a rare opportunity to take the helm of one of regional Australia's most strategically placed councils at a time of significant transformation.

Coffs Harbour is a city at a crucial juncture. With the Pacific Highway Bypass nearing completion, a renewed civic and cultural identity emerging through the Yarrila Place development, and an ambitious Council, the region is poised for bold leadership and visible impact.

The incoming General Manager will lead a capable and evolving organisation through a period of accelerated delivery, internal renewal, and regional repositioning. Council is not seeking a steady hand to manage the status quo — this is a mandate for transformation, for building trust and momentum, and for enabling Coffs Harbour to reclaim its leadership role across the Mid North Coast and beyond.

If you are an experienced local government executive who thrives in complex environments, understands the demands of regional leadership, and has the interpersonal and strategic skills to activate an entire city and organisation, then we strongly encourage you to consider this career-defining role.

About Coffs Harbour

Located on the Mid North Coast of New South Wales, Coffs Harbour is a regional city of approximately 79,000 people, with a catchment exceeding 120,000. It is the largest urban centre between Newcastle and the Queensland border, serving as a vital hub for health, education, tourism, agriculture, and logistics.

Coffs Harbour offers a compelling lifestyle proposition: an exceptional coastal setting, high-quality infrastructure, access to regional airports and transport corridors, and a community deeply invested in its future.

The city is recognised for its economic diversity, with key industries including agriculture (particularly blueberries and bananas), construction, tourism, education, health, and the creative industries. Its strategic location, combined with recent investments in civic assets and the upcoming bypass, gives Coffs Harbour an opportunity to step forward as a true regional capital.



Strategic Direction: MyCoffs 2032

City of Coffs Harbour has a clear and community-endorsed strategic framework in place. The Community Strategic Plan, MyCoffs 2032, articulates a bold and inclusive vision for the city: Connected, Sustainable, Thriving.

Rather than rewriting the plan, Council's expectation is that the next GM will embed it — making it real, actionable, and accountable. The GM will lead and empower teams to deliver across five strategic focus areas:

1. **Community Wellbeing:** Enhance access to inclusive community spaces, deliver equitable services, and support programs that reflect the city's diversity and aspirations.
2. **Prosperity and Innovation:** Grow local businesses, strengthen tourism and creative industries, and enable smart, sustainable economic growth.
3. **Sustainable Environment:** Implement Coastal Management Programs, improve resilience to climate impacts, and protect high-value natural assets like Boambee and Sapphire Beaches.
4. **Liveable Places:** Lead urban regeneration, improve active and public transport, and shape future development aligned with compact city principles.
5. **Strong and Consultative Leadership:** Strengthen trust, lift transparency, and foster collaboration across Council, community, and regional partners.

This strategic framework is not aspirational — it is actionable, and it sets the foundation for performance and accountability



Organisational Environment and Leadership Challenge

The City employs approximately 640 full-time equivalent staff and manages an operating budget of approximately \$240 million. Following several restructures in recent years and a period of financial belt-tightening, the organisation is now in a phase of rebuilding — culturally, structurally and operationally.

While many foundational elements are in place, the new GM will be required to:

- **Reinvigorate staff morale and drive cultural cohesion**, on the back of previous restructures and a recent history of acting arrangements in executive positions.
- **Strengthen organisational performance**, with a renewed focus on delivery benchmarks, financial sustainability, and capital project execution.
- **Lead external relationships**, including rebuilding investor confidence, lifting development responsiveness, reinvigorate a connection with the business community and representing Council with regional, state and federal partners.
- **Navigate complex internal and external dynamics**, with emotional intelligence, diplomacy, and a focus on building trust over time.

There is a shared acknowledgement among councillors that Coffs Harbour “has lost a little shine” and that it’s time to re-establish its leadership standing in the region — both economically and as a forward-thinking, delivery-focused local government organisation.



What Council are Seeking in their Next General Manager

In our consultation, the Mayor and Councillors have consistently expressed their desire for a leader who embodies the following qualities:

- **Strategically aligned:** Someone who understands that Council's strategic direction is set and is committed to implementing it with discipline, energy, and clarity — while also identifying and maximising opportunities that align with the Community Strategic Plan and Delivery Program.
- **Empowering and ethical:** A leader who motivates and empowers, who respects their team and values integrity, transparency and professional autonomy.
- **Calm and collaborative:** A trusted partner to the Mayor and elected members, who can say “no” when necessary, provide clear advice, and guide decision-making in a constructive and respectful way.
- **Externally focused:** Someone who can re-engage with developers, local business (Chamber of Commerce), state and federal government partners, and community groups.
- **Culturally attuned:** A visible leader who understands the different needs of indoor and outdoor teams, who values inclusion, and who sees cultural transformation as a shared endeavour, not a directive.
- **Focused on delivery:** Above all, someone who can turn strategy into action, lift service performance, and ensure the community sees tangible improvements.



Candidate Profile

We are seeking a candidate with:

- Extensive senior executive experience in local government, with demonstrated success at GM, DGM, or equivalent executive levels
- Strong financial, organisational and infrastructure delivery capability
- A proven record in stakeholder engagement, including political and intergovernmental relations
- Experience leading cultural and structural transformation in complex organisations
- A confident, visible and accessible leadership style, grounded in ethics, humility and public value

While local government experience is essential, candidates who also bring commercial acumen, public administration experience, or regional development credentials will also be welcomed

Note: 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 the offer stage.



What Success will Look Like

Within 12–24 months, the successful GM will be expected to:

- Progress priority capital projects in alignment with Council’s vision and adopted plans
- Improve the City’s performance culture and lift staff confidence in leadership
- Re-establish Coffs Harbour’s reputation as a regional leader, particularly in planning and investment readiness, as well as re-engaging with the business community
- Establish trusted, collaborative relationships with all nine councillors
- Build new funding partnerships and regional alliances
- Embed community engagement and transparency across decision-making and service delivery

Why Join the City of Coffs Harbour?

This is one of the most strategically important GM roles in NSW, offering the chance to:

- Lead a significant regional organisation at a time of renewal
- Work alongside a collegiate and future-focused Council
- Shape a coastal city with natural beauty, civic pride and real potential
- Influence regional development through collaboration and leadership
- Deliver high-impact projects with long-term community benefits

Coffs Harbour offers an extraordinary lifestyle: clean beaches, national parks, high-quality schools, a thriving arts and sports scene, and the infrastructure of a major regional centre.



Remuneration and Conditions

The City of Coffs Harbour supports its employees, granting them the opportunity to achieve positive outcomes. They work collaboratively to find solutions, both within the organisation and in collaboration with external partners, all while maintaining transparency and responsibility in all their pursuits.

A competitive remuneration package will be negotiated in line with the [NSW Local Government \(General\) Regulation 2021 for General Managers](#) and the [Office of Local Government Standard Contract of Employment for General Managers](#). The package will include:

- A performance-based contract of up to five years
- Relocation support (as required)
- Professional development support



About Council

Coffs Harbour, a coastal resort city cherished for its banana plantations, inviting resorts, and temperate climate, finds its home amidst the breathtaking convergence of mountains and sea. In a significant milestone in 2021, Coffs Harbour proudly earned the distinction of becoming the first certified ECO destination in New South Wales.



Links to Council Information



City of Coffs Harbour governs the vibrant regional centre, strategically located between Sydney and Brisbane on the mid-north coast of New South Wales. With a population of 78,759 and an expansive 1,175-square-kilometer territory, the region seamlessly blends urban, suburban, and rural environments.

Within its boundaries, the council encompasses not only the coastal city of Coffs Harbour but also several neighbouring suburbs, towns, and rural localities. These include the charming communities of Sawtell, Toormina, Woolgoolga, and Coramba, among others, each contributing to the rich tapestry of this region.

Coffs Harbour features a primarily rural character with expanding residential zones, rural residential enclaves, resorts, and industrial and commercial areas. This extensive jurisdiction includes valuable natural assets such as national parks, state forests, parklands, pristine coastlines, and inviting beaches. Agriculture plays a pivotal role, particularly in banana and blueberry cultivation and timber production, while tourism flourishes along the picturesque coastline.

The governance of City of Coffs Harbour is entrusted to eight councillors and a Mayor, and the local government area is not divided into wards. As one of the city's largest employers, the council boasts a dedicated workforce of over 640 staff, reflecting its pivotal role in shaping and sustaining this dynamic and flourishing region.



Regional City Action Plan 2036 - Summary

The Coffs Harbour Regional City Action Plan provides a strategic framework to guide the city's growth and development towards 2036. It aligns with the North Coast Regional Plan 2036 and aims to capitalise on economic opportunities while preserving the region's unique environment and community character.

Vision and Strategic Pillars:

The plan envisions Coffs Harbour as a thriving, connected, and sustainable regional city, offering high-level services, business opportunities, and a vibrant cultural scene. The plan is structured around five key strategic pillars:

1. **Meet** – Strengthening community inclusivity and liveability through cultural, heritage, and placemaking initiatives.
2. **Move** – Enhancing connectivity within the city and to surrounding regions via improved transport networks and infrastructure.
3. **Play** – Developing recreational spaces and fostering an active, playful city.
4. **Work** – Driving economic development through industry growth, tourism, and employment hubs.
5. **Live** – Delivering diverse housing options and sustainable urban development.

The successful implementation of the plan depends on collaboration between state and local governments, community groups, and industry partners. Progress will be monitored in alignment with the [North Coast Regional Plan](#) to ensure its objectives are effectively delivered.

For a comprehensive understanding of the [Regional City Action Plan 2036](#), including its objectives and implementation strategies, stakeholders are encouraged to review the full document available on the council's official website.

Key Projects and Initiatives:

- **City Centre Revitalisation** – Positioning the city centre as a cultural and economic hub.
- **Transport and Infrastructure** – Expanding the role of Coffs Harbour Airport and creating a modern, integrated transport network.
- **Green and Blue Open Space Network** – Enhancing parks, reserves, and waterways for a healthier city.
- **Urban Renewal and Housing Growth** – Coordinating infrastructure to support housing development across the Coffs Coast.
- **Sustainability and Climate Resilience** – Striving for carbon neutrality, strengthening resilience to natural hazards, and protecting biodiversity.



Financial Performance and Long-Term Financial Plan

Current Financial Position

For the 2024/25 financial year, the City of Coffs Harbour has demonstrated strong financial management, with total consolidated operating income of \$250 million and total consolidated operating expenditure of \$238M million, with capital expenditure of \$60 million. This reflects a sound operating position and the City's ability to fund its services and commitments effectively, while maintaining a focus on financial sustainability.

Long-Term Financial Plans and Goals

Looking ahead, the City's long-term financial strategy remains firmly grounded in maintaining budget surpluses, avoiding new borrowings, and delivering significant capital investments. The 2024–2026 Delivery Program forecasts healthy operating results across the next two years, while continuing to invest in infrastructure through planned capital expenditure exceeding \$96 million over the same period. This ensures the Council can meet the growing needs of the community without compromising its financial health.

Key Financial Sustainability Metrics

The City's financial outlook is underpinned by a commitment to sustainability, with no new borrowings planned and a strong operating surplus projected over the next two years. The combination of positive net operating results, carefully managed expenses, and strategic investment in assets signals a robust and sustainable financial framework.

The City of Coffs Harbour has positioned itself for ongoing financial resilience, delivering strong results in 2023/24 and setting a clear path forward through disciplined planning and responsible fiscal governance. With a solid surplus, zero net borrowings, and major capital investments ahead, the City is well placed to continue delivering essential services and community infrastructure into the future.

Sources: "2023/24 Operational Plan, Quarterly Progress Report Detailed" (1 Jan to 31 March 2024)

"Adopted Delivery Program – Financial Information 2024-2026 (June 2024) - prepared by City of Coffs Harbour



Economic Development Strategy Summary

Vision:

The City of Coffs Harbour envisions itself as the premier regional city of New South Wales (NSW), aiming to be a place where initiatives start locally and grow globally.

Strategic Pillars and Priorities:

The Economic Development Strategy is structured around three key pillars, each supported by specific priorities:

1. Attract and Retain Necessary Skills, Capability, Investments, and People

- Priority: Focus on attracting and retaining essential skills, capabilities, investments, and individuals to bolster the region's economic growth.

2. Support Local Businesses to Achieve Economic, Social, and Environmental Sustainability

- Priority: Provide support to local businesses to ensure they thrive economically while contributing positively to social and environmental aspects.

3. Develop Existing and Future Businesses, Industries, and Places to Create a Thriving Economy

- Priority: Focus on the development of current and emerging businesses and industries, alongside the enhancement of key locations, to foster a vibrant economy.

Key Initiatives and Actions:

• Urban Development and Infrastructure:

Anticipating significant population growth, with projections nearing 100,000 by 2032, the strategy emphasizes high-density urban development, particularly in the Central Business District (CBD), to accommodate this growth sustainably.

- **Tourism Enhancement:** With over 1.6 million visitors annually and more than 830 tourism businesses, the strategy aims to further promote the Coffs Coast as a premier destination. The Destination Coffs Coast Committee collaborates with industry operators to drive tourism and enhance visitor experiences.

- **Vocational Education Investment:** A \$29 million upgrade to TAFE facilities positions Coffs Harbour as a hub for vocational education, addressing regional skills needs and supporting local industries.

The City of Coffs Harbour's Economic Development Strategy outlines a comprehensive approach to fostering sustainable economic growth, supporting local businesses and enhancing the region's appeal to residents, visitors and investors. By focusing on strategic urban development, tourism promotion and educational investment, the city aims to solidify its status as a leading regional centre in NSW.

Source: "Economic Development Strategy Coffs Harbour 2023" – prepared by City of Coffs Harbour.



Organisational Culture

City of Coffs Harbour is undergoing renewal following recent structural change and executive transitions. This presents a significant opportunity for the next General Manager to shape a positive, empowered culture and strengthen leadership cohesion.

While some legacy behaviours and perceptions exist, recent realignments have started to better connect services to strategic goals. Further refinement across the organisation will be welcomed, targeting Council’s goals of enhancing integration, responsiveness and outcomes-orientation.

Council is also focused on bridging gaps between internal reporting and community sentiment. The incoming GM will be supported to drive cultural renewal, build trust, and promote values of collaboration, accountability, and community responsiveness.

OUR VALUES

iCARE underpins our values.



iNnovate

Challenge the status quo in search of better outcomes.



Collaborate

Seek to understand different perspectives to problem solving.



Accountable

Take ownership and have the courage to call things out.



Respect

Mutual respect. No time for disrespect.



Empowering

Here to make a difference.



Community Satisfaction Survey Results

The City of Coffs Harbour actively seeks to understand community sentiment through regular surveys, including the Community and Wellbeing Scorecards and the latest Community Satisfaction Survey (2025). These surveys help council assess perceptions of council performance, quality of life and future community priorities.

In the most recent 2025 survey:

- **Quality of Life:** 93% of residents rated their quality of life in the City of Coffs Harbour as “good” to “excellent,” reflecting strong community satisfaction with the local lifestyle.
- **Council Performance:** 83% of residents reported being at least somewhat satisfied with the performance of the City of Coffs Harbour.
- **Communication:** 73% of residents expressed satisfaction with the City’s communication with the community.

Top Priorities for the Next 10 Years: Residents identified key areas for focus in the decade ahead, including:

- Provision of housing (21%)
- Cost of living and housing affordability (16%)
- Road maintenance and improvement (13%)
- Town infrastructure, development and cleanliness (12%)
- Enhanced services and facilities (11%)
- Jetty/foreshore development concerns (11%)
- Homelessness (11%)
- Council management (11%)
- Safety and security (10%)
- Employment and business opportunities (10%)
- Completion of the bypass (8%)

What Residents Value Most:

- 43% – The natural environment, beaches and surrounding mountains
- 27% – Central location and proximity to beaches, services and facilities
- 25% – Relaxed lifestyle and coastal atmosphere
- 13% – Quality services, facilities and activities
- 9% – Pleasant weather and climate

Historical Insights (2022 Scorecard): The previous Community and Wellbeing Scorecard in 2022 showed that:

- 76% of residents observed positive changes in the region over the prior two years.
- Council received strong ratings in sport and recreation, lifeguard services, library services, and cultural respect for Gumbaynggirr people.
- 78% viewed Coffs Harbour as a good place to operate a business.
- 87% rated their general health as good to excellent (up from 78% in 2020).

The City of Coffs Harbour uses these insights to shape its strategic direction, improve services and ensure community needs and values remain central to decision-making. This proactive approach underlines the council’s commitment to nurturing a positive organisational culture and fostering a thriving, satisfied community.

Sources:

- “Community and Wellbeing Scorecards”
- “There’s No Place Like Coffs” media release – prepared by City of Coffs Harbour.
- “Community Satisfaction Survey 2025 – Report” – draft submitted to council meeting held 10 April 2025.



Living in the Region



Housing

In the City of Coffs Harbour region, you'll find a diverse housing landscape, from urban apartments to suburban homes, coastal cottages, and rural properties. Housing affordability is a standout feature, catering to both homeowners and renters. The region's commitment to sustainability and quality of life makes it an attractive place to call home.



Educational Facilities

The City of Coffs Harbour region boasts a well-rounded education landscape catering to residents of all ages. It hosts a range of primary and secondary schools, both public and private, providing quality education for local students. Additionally, the region is home to TAFE (Technical and Further Education) campuses offering vocational training and courses for career development. For higher education, students can access various tertiary institutions through distance learning or at the local Southern Cross University.



Healthcare

The City of Coffs Harbour region is well-equipped with a comprehensive healthcare infrastructure. It features a range of medical facilities, including public and private hospitals, clinics, and general practitioners, ensuring accessible and quality healthcare services for residents. The area is also home to specialised healthcare centres, offering services in various medical fields. Additionally, the region places a strong emphasis on community health and well-being, with numerous allied health professionals, mental health services, and wellness programs available.

**For further information about living in the region visit
[“Relocating to Coffs”](#)**



Living in the Region



Shopping & Dining

The region offers diverse shopping and dining experiences to residents and visitors alike. The area boasts a mix of shopping options, from modern shopping centres featuring well-known retailers to boutique stores and local markets showcasing unique finds. Dining is equally varied, with numerous restaurants, cafes, and eateries serving everything from seafood to international dishes. From casual to upscale, the food scene caters to all tastes, ensuring a satisfying meal for everyone. The region has a wealth of options to explore and enjoy.



Sports & Recreation

The region provides an extensive array of sports and recreation facilities, catering to the active and leisurely pursuits of residents and visitors alike. Sporting enthusiasts can enjoy well-maintained sports fields, courts, and facilities for various activities such as soccer, rugby, cricket, tennis, and more. The region's natural beauty is complemented by numerous parks, walking trails, and scenic spots, offering opportunities for outdoor recreation, picnics, and relaxation. For water enthusiasts, the pristine coastline provides ample options for swimming, surfing, and fishing. Additionally, there are golf courses, gyms, and fitness centres to support health and wellness goals.



Getting Around

Coffs Harbour is served by an airport, the Coffs Harbour Airport (CFS), which provides domestic flights connecting to major cities in Australia. For ground transportation, the region is well-connected by road, with the Pacific Highway (M1) running through the area, linking it to Sydney and Brisbane. Public transportation includes bus services connecting different parts of the city, making commuting and exploring the area accessible. For those who prefer rail travel, Coffs Harbour lies on the North Coast line, with connections to coach services also available. Overall, the region's transportation options ensure that residents and visitors can easily get around and connect to nearby regions and cities.

Recruitment Process and Timeframes



How To Apply?

Please submit your application via the Leading Roles website. Please upload:

- Your CV
- A covering letter (maximum 2 pages) outlining your interest in the role and alignment with the [candidate profile and priorities](#).



Evaluation Process

- Shortlisting interviews with Leading Roles
- Presentation and initial panel interviews with elected members
- Referee and credential checks, psychometric assessments for preferred candidates

For a confidential discussion, contact:

Mark Ogston

Chief Executive, Leading Roles

T: 0407 674 412

E: mark.ogston@leadingroles.com.au

Leading Roles is committed to diversity, equity and inclusion. We strongly encourage applications from candidates who reflect the communities we serve.



Indicative Timeframes



Applications Open

- Week Commencing Monday 28 April 2025



Applications Close

- 5pm(AEST) Monday 26 May 2025



Initial Assessment

- Week Commencing Monday 26 May 2025



Council Interviews

- Week Commencing Monday 9 June 2025

*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and candidate availability.

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. It will not be given to any other person or agency unless you have given us permission, or we are required by law.



What Happens Next?

At Leading Roles, we prioritise candidate care and engagement throughout the recruitment journey. The process typically takes 6 to 8 weeks, from submission of your application, and we strive to keep you informed with regular updates.

While feedback may not be immediate, we assure you that we will contact you with updates and relevant information as soon as possible. The schedule below indicates when you will hear from us. Thank you for your understanding as we carefully manage a high volume of applicants and coordinate with client schedules.

Stage	What to Expect
Week 1-3 Application Stage	<ul style="list-style-type: none"> • Application Acknowledgment: Prompt acknowledgement of your application.
Week 4 Initial Interviews	<ul style="list-style-type: none"> • Applicant Review: We work closely with our clients to determine longlisted applicants that match the requirements for the role. • Video Conference Interviews: Initial interviews with longlisted applicants. • Feedback: Shortlisted applicants agreed with client. Feedback provided to applicants.
Week 5 & 6 Client Interviews	<ul style="list-style-type: none"> • Preparation: Shortlisted candidates receive a briefing prior to client interview. • Panel Interviews: Consultants facilitate client interviews, at the discretion of the client, online or in-person. • Feedback: Post-interview feedback provided to candidates.
Week 5 & 6 Verification	<ul style="list-style-type: none"> • Checks: Simple online verification, including: <ul style="list-style-type: none"> ◦ Reference Checks ◦ Criminal History and Right to Work Checks ◦ Psychometric Assessments (if requested by client)
Week 6 Offer & Negotiation	<ul style="list-style-type: none"> • Negotiation: Consultant to support salary negotiations. • Engagement: Direct candidate engagement with the Council for contract questions and onboarding.
Week 6 to 8 Project Finalisation	<ul style="list-style-type: none"> • Future Opportunities: If unsuccessful, with your permission, you'll be added to our Talent Pool for future opportunities.
Post Placement	<ul style="list-style-type: none"> • Check-in: Regular check-ins throughout the first year.



MARK OGSTON

Chief Executive



Mark founded Leading Roles in 2012 to provide specialist assistance in recruitment and human resource related projects for councils, and he is a passionate advocate for the development and performance of the local government sector.

Mark leads all our client engagement, the Leading Roles recruitment team and undertakes executive level recruitment projects for the company.

CONTACT

📞 0407 674 412

✉️ mark.ogston@leadingroles.com.au

🌐 leadingroles.com.au

Client Rating



Candidate Rating





ATTACHMENT

Position Description

POSITION DESCRIPTION

POSITION: General Manager
REPORTS TO: Mayor and Councillors
DATE: March 2025

This position is covered by an Office of Local Government Standard Contract of Employment for General Managers

OUR VISION

“Empowering the community and visitors to enjoy and grow our opportunities”.

OUR VALUES

We ensure that our Values are the foundation for everything we do.



iNnovate

Challenge the status quo in search of better outcomes.



Collaborate

Seek to understand different perspectives to problem solving.



Accountable

Take ownership and have the courage to call things out.



Respect

Mutual respect. No time for disrespect.



Empowering

Here to make a difference.

POSITION OBJECTIVES

Acting as the primary interface between Councillors, staff and the community, the General Manager has overall responsibility for the operations of Council and for ensuring the good and effective governance of the City, including compliance with all relevant statutory instruments. The role is responsible for overseeing the development and implementation of Council's strategic planning documents, the development of policy, the financial management of the Council together with communication and promotion of Council's policies and procedures to the community.

The General Manager is also responsible for facilitating a cohesive and collaborative organisation, through driving and supporting a positive and inclusive culture based around the City's Values.

KEY AREAS OF RESPONSIBILITY

Statutory and Civic

- Ensure strong communication with Council and establish a cooperative/harmonious working relationship with Councillors
- Prepare for and attend meetings of Council and other meetings as required and be accountable for ensuring that Council decisions are implemented in an effective and timely manner
- Provide advice and assistance to Council on statutory and legal matters, as well as policy formulation and engagement
- Ensure Councillors are provided with opportunities for professional development
- To advise the Mayor and the governing body on the development, engagement and implementation of the strategic plans, programs, strategies and policies of the council
- To support the Mayor and other councillors through timely information and advice and the administrative and professional support necessary to effectively discharge their functions
- To exercise any of the functions of the council that are delegated by the council to the general manager

Organisational Management

- To conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council
- Identify and communicate corporate goals and ensure appropriate and measurable performance indicators are developed for the organisation, departments, units and individual staff
- Foster effective working relationships with all government departments, external agencies and with State and Federal Government representatives through regular communication with key individuals and groups in government, business and the community
- Promote and develop strategic alliances which enhance Council's image as a responsive and progressive organisation
- Anticipate issues at state and federal government level and be proactive in representing Council's best interests

Planning & Performance:

- Develop, maintain and review Council's Integrated Planning & Reporting Framework documents as well as other key strategies and plans
- Ensure Annual Operating Plans are consistent with priorities contained within the Delivery Programme
- Establish and maintain an organisational structure and operational procedures which:
 - Comply with the Local Government Act
 - Promote efficient and effective service delivery
 - Reflect strategy and functional alignment
 - Maintain effective internal and external communication
- Ensure development and maintenance of appropriate systems, procedures and performance standards
- Ensure compliance with all statutory and OLG accounting and reporting requirements
- Manage and control the organisation in a cost effective and operationally effective manner in accordance with the approved annual operating plan and budget to achieve the management plan

- Ensure that Council is aware of the commercial / community options available to maximise and enhance service delivery

Finance and Asset Management:

- Manage Council's financial and physical resources to ensure sustainability and all statutory requirements are met
- Develop financial policies and systems to effectively monitor and control the organisation's performance and maximise best value
- Ensure development of the Long-Term Financial Plan and provide a firm base for strategic planning
- Ensures all reporting and statutory requirements in relation to Assets and Infrastructure management are met
- Ensure appropriate practices and approaches provide for effective long and short term financial and cash flow planning
- Monitor actual expenditure and revenue against agreed targets. Ensure variances outside of agreed limits are identified and appropriate corrective actions are taken if required
- Advise Council of the financial implications of policy determination and of Council's financial position
- Identify opportunities and implement strategies to increase Council's revenue base

Leadership:

- Provide a high level of strategic leadership to staff and ensure they are aware of corporate values and that programs are in place to embed these values throughout the organisation, building a positive workplace culture
- Promote a customer focus through the organisation, within a cooperative and progressive culture, ensuring employees are continually motivated and developed in their roles
- Drive and support organisational change initiatives through strong leadership and a continuous improvement focus
- Participate in and actively develop change management initiatives and continuous improvement
- Ensure the recruitment, engagement and ongoing performance management of capable and engaged staff
- Ensure and promote a safe and healthy work environment supported by Council's WH&S policies and associated legislation
- Ensure and promote an inclusive work environment based on positive workplace relationships that reflect contemporary approaches and practices
- Clearly define risk management policies and procedures and implement through organisational programs

Community Engagement:

- Promote community input to the decision-making process and empower the community to contribute to the delivery of services through informed engagement
- Actively promote economic development initiatives to enhance sustainable growth within the region
- Promote and support the principles of responsiveness, flexibility and efficiency in meeting genuine community needs
- Regularly survey community perceptions and reactions to the nature and levels of services provided, and respond appropriately

- Ensure professional, timely and accurate customer service and public contact activities by Council employees
- Develop strategies for service delivery which reflect the community and ensure consistent quality standards are maintained and monitored
- Provide an interface with community groups, representatives and ratepayers as and when required in the appropriate and relevant interests of Council
- Ensure Council's policies and achievements are communicated to community and staff

KEY RELATIONSHIPS

Internal

- Mayor
- Councillors
- Members of the Executive Leadership Team
- Senior Leaders

External

- Federal & State Government representatives
- Executive and Councillors from other Councils
- Representatives from the business community
- Key stakeholders from external agencies

QUALIFICATIONS/LICENCES/EXPERIENCE

Essential

- Degree in Business, Finance, Planning or field relevant to the local government sector
- Current relevant National Police Check
- Class C Drivers Licence
- Current Working with Children Check
- Significant experience in ensuring clear and effective organisational governance
- High level experience in effecting change within a large organisation
- Significant executive Leadership experience within a Local Government context or multi-disciplinary organisation

Desirable

- Post Graduate qualifications in Management or related field

CAPABILITIES

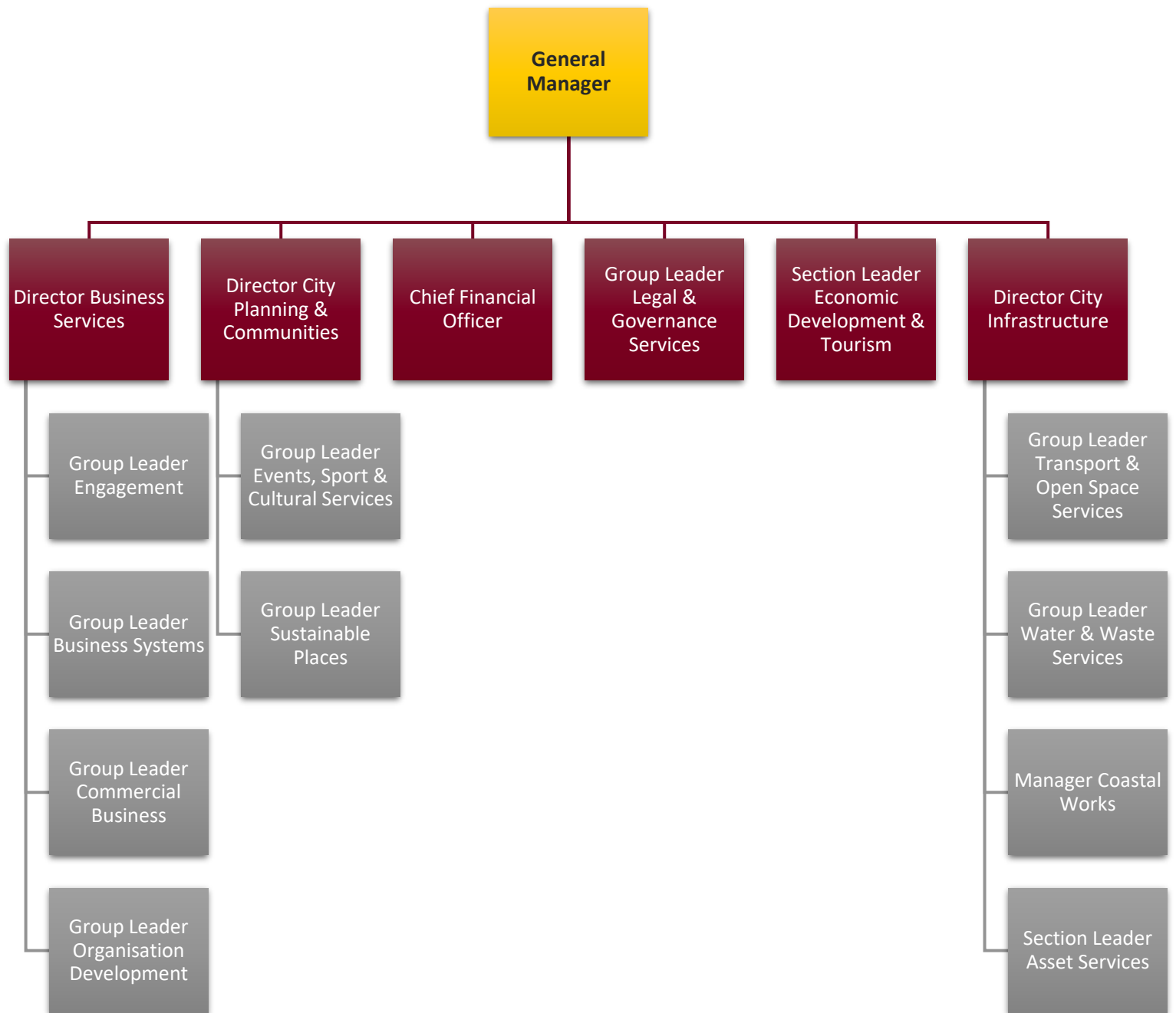
- Strong and demonstrated ability to engage and lead a large and diverse organisation
- High levels of financial/business acumen and analytical skills, coupled with the capability to be politically astute in managing competing priorities
- Demonstrated ability to lead broad change management initiatives, ensuring an efficient, customer focussed and highly engaged organisation
- Capability to demonstrate and role model desired City Values, behaviours, standards and procedures
- High level ability to ensure and drive towards a positive workplace based on inclusion and strong governance principles
- Strong capacity and understanding of the legislative frameworks that govern local government and ensure the City's commitment to meeting these
- Outstanding ability to create a vision and drive the development and implementation of strategies and actions to achieve this
- Exceptional capabilities around stakeholder engagement, along with strong interpersonal skills in communicating with a broad range of stakeholders



ATTACHMENT

Organisational Structure

Organisation Structure





Leading Roles

People ▶ Performance ▶ Partners

APPLY NOW AT
LEADINGROLES.COM.AU

