



SUPPLEMENTARY ATTACHMENTS

(Mayoral Minute MM2/26)

GENERAL MEETING

Wednesday 11 March 2026



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REPORT NO. MM2/26

ITEM 11

1. GENERAL MANAGER - POSITION DESCRIPTION



Position Description

Position Title	General Manager
Position ID	295845
Division	Office of the General Manager
Branch	N/A
Section	
Employment Type	Full Time
Classification/Grade/Band	Total Remuneration Package
Location	Administration Building

Council Overview

Hornsby Shire is the Traditional Home of the Darug and GuriNgai peoples. At 460km², we are one of the largest Sydney metropolitan Councils. Our 152,000 residents enjoy the benefits and convenience of city living with enviable access to pristine bushland and waterways.

Our employees put our customers first, and live by our values of Serve, Trust, Respect and Innovate. We have a workforce of around 500 permanent employees and pride ourselves in providing a purpose-driven culture with opportunities to grow in a supportive and inclusive environment.

Hornsby is growing, and we are building a Shire that will cater for the changing needs of the community, creating a resilient population with adequate housing, amenities, and infrastructure.

Purpose, Vision and Values

Our Purpose

Together, we enhance the lives of our community, both now and in the future.

Our Vision

The Bushland Shire is a place that inspires and sustains us. A place where we value our connections to each other and our environment and celebrate living in our unique urban, rural and river communities.

Our Values

- We **SERVE** through connection - We serve and connect by being present, responsive and collaborative across our community.
- We build **TRUST** - We grow trust when we treat people fairly, speak openly even when it's hard, and honour our commitments.
- We **INNOVATE** together - We welcome ideas from all levels, try better ways, and build a culture where change feels safe.
- We act with **RESPECT** - We listen actively, speak with care, and treat people, land and community with dignity and fairness

Position Purpose

To provide leadership to HSC to achieve Council's corporate and strategic objectives to the community, while driving a high performance and engaged culture and workforce

Key to this will be developing highly productive relationship with the elected body, key external stakeholders and employees to enable accountability, decision making and results while providing timely advice, information and support.

Key Accountabilities

Within the area of responsibility, this role is required to:

- Responsible for determining budget for the Council, ensuring fiscal responsibility by setting financial targets, monitoring expenditure and taking responsibility for meeting targets in line with statutory and Council determinations.
- Sets strategic direction and leads Council in the development and delivery of Councils strategic and operational plans within agreed timelines and resources.
- Inspire, lead and engage all Councils employees to deliver on Councils purpose, vision and values while creating a culture of high performance, service and continuous improvement.
- Develop productive relationships with the community, key stakeholders, other local government agencies and all other external agencies to advocate for Hornsby Shire Council, the community and local government while gaining feedback and input.
- Coach and provide mentoring to HSC leadership to develop strong succession plans and career development while ensuring the organisational structure is functional and with the appropriate skills, experience and knowledge to meet long term plans.
- Lead regular channels of communications with the elected body to inform, provide advice and support on Councils strategy and operational plans while seeking feedback on HSC direction.
- Anticipates and keep abreast of all industry and legislative changes and steers Council to adopt change practices as required through regular communication to build understanding, support and commitment.
- Ensure all OLG reporting, documentation and statutory requirements within the Integrated & Planning framework are delivered
- Using sound judgement and decision making, ensure systems and processes meet Councils governance and compliance obligations whilst managing organisational risks (legal, reputational, financial, safety).

Key Challenges

- Balancing between meeting the needs of Hornsby Shire's population sufficient resources and the long-term protection of the Shire's built and natural environment.
- Balancing the allocation of work, resources and relationships within Council to ensure optimal service delivery in a cost conscious and highly customer focused environment.
- Balancing commercial, political, environmental and social issues to achieve best outcomes for the Council and the community.
- Maintaining strong external relationships to ensure that the various program of works and the services provided by Council reflect community and key stakeholder expectations

Key Relationships

Key Internal Relationships

Who	Why
Executive Leadership Team	Inspire and lead to develop and deliver the Strategic and operational plans to the community.
Senior Leadership Team	Provide coaching, updates, advice, information and recommendations on programs, projects and priorities.
Councillors	Provide executive leadership and direction to influence decisions and support initiatives to contribute to achieving Council objectives.
All Employees	Provide direction and support to deliver on Councils strategic priorities and core services.

Key External Relationships

Who	Why
Representatives of relevant statutory authorities, industry bodies and community organisation	Establish and maintain collaborative relationships with a community focus.
	Engage this group to understand needs and provide specialist advice, information and recommendations on policy, process and legislation.

Key Dimensions

Decision Making

Management of the day to day operations of Council in accordance with the provisions of the Local Government Act 1993 and the Council's specific delegation to the General Manager.

Reporting Structure and Budget

Reports To	General Manager
Direct Reports	5
Details of Direct Reports	Director Corporate Support, Director Community and Environment, Director Infrastructure and Major projects, Director Planning and Compliance and Executive Assistant to Mayor and General Manager
Number of Indirect Reports	Approx 500 permanent employees
Responsible for Managing a Budget	Yes

Work Health and Safety

People Leaders - Promote and lead a positive safety culture within Council, ensure self and others adhere to the WHS matrix for their level of role.

Position Requirements

- Extensive leadership at an executive level of a relevant large multi-functional organisation
- Knowledge of contemporary accounting regulations/practices and experience with the management of complex budgets
- Demonstrated superior communication, and influencing skills and experience in leading a multi-disciplined team of senior staff
- Demonstrated ability to provide strong leadership and create a high performing team environment through a progressive, consultative and flexible leadership approach
- Proven ability to endorse, commit to, and implement council's decisions
- An understanding of legislation and statutory requirements within local government, including Industrial Relations, EEO & WH&S.
- Knowledge of and experience within Local Government and the social, political and legal frameworks within which it operates
- Proven experience in delivering business results

Capabilities for the Position

The HSC Capability Framework describes the capabilities (knowledge, skills and abilities) expressed as behaviours, which set out clear expectations about performance in HSC: "How we do things around here". It builds on the HSC values and creates a common sense of purpose for employees.

There are four main groups of capabilities: Personal Leadership, Relationships, Results, Operations, with a fifth People Leadership capabilities for people in people leadership roles. Below is the full list of capabilities and the level required for this position. The capabilities with a **yes** next to them are the focus capabilities for this position.

Group	Capability	Level	Focus	Focus Capability Behavioural Indicator
Personal Leadership	Leading Self	Highly Advanced	Non-Focus	
	Resilience and Adaptability	Highly Advanced	Non-Focus	
	Integrity	Highly Advanced	Yes	• Champions and acts as an advocate for the highest standards of ethical and professional behaviour • Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use • Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use

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Group	Capability	Level	Focus	Focus Capability Behavioural Indicator
				- Creates a climate in which employees feel empowered to challenge and report inappropriate behaviour - Acts promptly and visibly in response to complex ethical and employee issues
	Accountability	Highly Advanced	Non-Focus	
	Communicate and Engage	Highly Advanced	Non-Focus	
	Community and Customer Focus	Highly Advanced	Yes	- Ensures that management systems, processes and practices drive service delivery outcomes - Ensures that community and customer needs are central to strategic planning processes - Establishes systems to set, monitor and improve service delivery standards in line with customer and community expectations - Provides strategic oversight of community engagement planning, implementation, and evaluation through advice and support across Council
Relationships	Work Collaboratively	Highly Advanced	Non-Focus	
	Influence and Negotiate	Highly Advanced	Yes	- Credibly promotes the Council's position in the community, region and sector - Builds and maintains a wide network of professional relationships outside the Council - Obtains the commitment of key stakeholders to major projects and ensures ongoing communication - Uses understanding of decision-making processes and networks to determine the Council's bargaining strategy - Uses sound evidence-based arguments supported by expert opinion to influence outcomes - Pre-empted and avoids conflict by identifying contentious issues and directing discussion towards an acceptable resolution
Results	Plan and Prioritise	Highly Advanced	Yes	Sets and communicates Council objectives, ensuring these are the focus for planning activity

Group	Capability	Level	Focus	Focus Capability Behavioural Indicator
				- Considers the Council's long-term role in the community and region when planning - Considers the changing demographics and community input when planning and prioritising - Ensures that a governance framework enables high quality strategic, corporate and operational planning - Ensures effective governance of program and project management, including acceptance of new initiatives
	Problem Solving	Highly Advanced	Non-Focus	
	Innovate	Highly Advanced	Non-Focus	
	Deliver Results	Highly Advanced	Yes	- Creates a culture of achievement by setting stretch goals and high expectations for self and others - Shares leadership responsibility and decision-making authority, where possible - Drives Council activity in an environment of ongoing change and uncertainty - Identifies and removes potential obstacles to achievement of sustainable outcomes
Operations	Health Safety and Wellbeing	Highly Advanced	Non-Focus	
	Finance	Highly Advanced	Non-Focus	
	Assets and Tools	Highly Advanced	Non-Focus	
	Technology and Information	Highly Advanced	Non-Focus	
	Procurement and Contracts	Highly Advanced	Non-Focus	
People Leadership	Manage and develop people	Highly Advanced	Yes	- Champions a learning climate in which leaders at every level across Council are empowered to do their best - Ensures the Council engages in effective performance management, development planning and talent management - Drives executive capability development and ensures effective succession management practices

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Group	Capability	Level	Focus	Focus Capability Behavioural Indicator
				- Creates a climate in which all employees value regular feedback, continuous learning and new experiences - Ensures workforce management systems, policies and practices are inclusive of all individuals - Instils a sense of urgency around addressing performance and conduct issues among leaders in the Council
	Inspire Direction and Purpose	Highly Advanced	Non-Focus	
	Optimise Workforce Performance	Highly Advanced	Yes	- Makes high-impact decisions that considers internal and external implications to accelerate Council performance - Ensures that operating models, systems, processes and workforce structure are aligned to key Council strategies - Oversees the workforce management strategy to ensure the Council is the right size and shape to deliver outcomes - Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases - Ensures talent management processes are in place to inform organisational development priorities and investment decisions
	Lead and Manage Change	Highly Advanced	Yes	- Anticipates change and communicates a compelling case articulating vision, objectives and benefits for different audiences - Analyses the change context to develop the right change approach for the Council, community and region - Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment - Ensures Council structures, systems, processes and leadership are aligned to support and embed changes - Anticipates, plans for and addresses cultural barriers to change

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Document Approval

☐ After discussions with my supervisor, I agree that this Position Description is an accurate and fair description of my position.	
Incumbent Name	
Incumbent Signature	
Date	
☐ After discussions with the current incumbent (where relevant), I agree that this Position Description is an accurate and fair description of the position.	
Supervisor Name	
Supervisor Signature	
Date	

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