

# Mosman COUNCIL

## Candidate Information Pack

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**Organisation:** Mosman Council  
**Position:** Director Corporate Services  
**Consultant:** Andrew McEncroe

January 2026

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## Links to further information

[Annual Report FY 24/25](#)

[MOSPLAN 2025-2035](#)

[Working at Mosman Council](#)

[Why Work for Mosman Council? \(video\)](#)

[Mosman Council website](#)



## Message from the General Manager

Community is the foundation of local government - from the democratically elected representatives who form our Council to the public feedback that shapes the services we deliver. Mosman's community is engaged, informed and deeply invested in how programs, services and projects are delivered. Our organisational values - leadership, integrity, transparency, service, inclusiveness and respect - reflect our commitment to that community and underpin everything we do.

The strategic directions we follow respond directly to community priorities:

- protecting our environment,
- preserving Mosman's village atmosphere,
- ensuring friendliness and safety, and
- maintaining the residential character and heritage that define our area.

As the General Manager, with 20 years of experience at Mosman, I understand the importance of constructive collaboration between the Executive Team, the Mayor and Councillors, and our highly skilled and dedicated staff. Together, we are well positioned to deliver outcomes that reflect our community's aspirations. Our 2024–2025 results highlight this strength: Council remains in a solid and sustainable financial position, delivering surplus results at a time when many councils are seeking or implementing special rate variations. Through prudent, future-focused management, securing grant funding opportunities and responsibly planning for the long term, we are well placed to deliver landmark projects, programs and services.

Our past success has established a strong foundation for the exciting work ahead, including planning for a new library and community hub. This follows another major achievement, the Allan Border Oval Pavilion, which received multiple industry and international awards across architecture, building and local government sectors. Most importantly, it is serving the sporting and broader community through regular use, events and venue hire. The rollout of a dynamic customer-facing booking system for our function spaces, ovals, reserves and sporting facilities has further enhanced accessibility and user experience.

We are proud of the positive experience we provide to residents, ratepayers, businesses, visitors and stakeholders. During 2024–2025, Council received 148 written compliments acknowledging exceptional service - outnumbering complaints at a ratio of 3:1. Our environmental sustainability initiatives also progressed, including continued transition of our vehicle fleet to electric and hybrid models, supported by grant funding.

The Director Corporate Services role plays a pivotal part in shaping MOSPLAN - Mosman's overarching strategic framework that sets the community's long-term direction and guides every major decision Council makes. MOSPLAN integrates the Community Strategic Plan, the four-year Delivery Program and the annual Operational Plan, ensuring that our long-term vision is translated into practical, measurable action. It is the blueprint for how Mosman grows, adapts and thrives over the next decade and beyond.

By contributing to MOSPLAN, this role directly influences how Council prioritises investment, manages assets, allocates resources, and delivers high quality services to the community. It helps define the goals and outcomes that drive our work across seven strategic directions, shaping everything from environmental sustainability and infrastructure planning to community wellbeing and local economic vitality.

The impact of this role is significant: decisions and insights provided here will help determine the projects we pursue, the services we enhance, and the legacy we build for future generations. In guiding MOSPLAN's development and ongoing implementation, this role ensures Mosman remains a resilient, well managed and forward-thinking community - one that continues to deliver exceptional outcomes for residents, businesses and visitors today, while planning responsibly for tomorrow.

We are proud of our achievements and look forward to many successful years ahead.

*Coach.*



## About the Council

Mosman is a place of history and beauty, located eight kilometres north-east of the CBD on Sydney's lower north shore. It is one of Australia's premier suburbs, with an unmatched setting on Sydney Harbour. The area is characterised by beautiful localities such as Balmoral, Beauty Point, Clifton Gardens and Georges Heights. Occupying some 8.7 square kilometres, Mosman features numerous stunning bays and beaches punctuated by rugged headlands and sandstone cliffs. Natural bushland areas and foreshore parklands complement busy shopping strips and suburban neighbourhoods. The major thoroughfares of Military and Spit Roads both divide the area and connect residents of Mosman and those from further north to other parts of Sydney.

Mosman's history began with the Borogegal and Cammeragal people and the area has since been renowned for activities as diverse as convict farms, whaling, artists camps, and military fortifications. As a destination, Mosman today is a great place to sample some unique Sydney heritage. The area is home to the world famous Taronga Zoo, as well as excellent harbourside swimming and recreation areas, top restaurants, and high-end retail experiences.

Mosman Municipal Council consists of two functional units. One is the elected Council comprising seven Councillors including the popularly elected Mayor; the other is the permanent staff of the Council, who work at the Council offices and other Council locations. The elected Councillors set and control policy directions whilst the staff, headed by the General Manager, implements policy and legislative requirements. All strive together to anticipate and meet community needs and expectations.

Culture at Mosman Council is guided by a philosophy of exceptional customer experience, innovation and a strong commitment to building a vibrant, forward-thinking, and sustainable community.

We pride ourselves on being innovative and solutions-focused, delivering impactful work across a broad spectrum, from large-scale engineering developments and major exhibitions at Mosman Art Gallery, to engaging programs at Barry O'Keefe Library and vibrant events like the biennial Festival of Mosman.

Our people are motivated and engaged, and driving a diverse portfolio of projects, services, and ongoing initiatives that make a meaningful difference in our community.

Our commitment to sustainability is reflected in our ambitious climate action targets and our comprehensive plan to reduce greenhouse gas emissions.

You will be joining a workplace where people feel proud to contribute. We foster a culture of excellence, collaboration, and purpose. While we honour our rich heritage, we are actively shaping a future that is inclusive, connected, and environmentally responsible.

Together, we're building a thriving community, and we invite the new Director Corporate Services to be part of our journey.

# Corporate strategy

## Community Strategic Plan

Mosman's Community Strategic Plan, MOSPLAN, is our plan for Mosman's future. It has been developed over a number of years and addresses the specific requirements of the NSW Government's Integrated Planning and Reporting legislation and responds to the aspirations of the Mosman community and its elected Council. According to legislation, Council must adopt:

- **A Community Strategic Plan** – a 10 year+ strategic direction for Mosman, supported by a Resourcing Strategy which details Council's approach to long term financial planning, workforce planning and asset management planning
- **A four-year Delivery Program** – detailing the principal activities that Council will undertake to achieve the long-term vision contained in the Community Strategic Plan
- **A one-year Operational Plan and Budget** – outlining the actions Council will carry out in the coming financial year to achieve the four-year Delivery Program and Council's long-term vision

MOSPLAN is an integrated plan containing each of the three elements referred to above. Not only does it clearly articulate a long-term Vision for the future, it also identifies how Council intends to deliver on that Vision across 10, four and one year horizons. MOSPLAN takes into account an extensive range of other strategies and plans prepared by Council to address specific service areas or issues. Examples of these related documents include Asset Management Plans and Development Control Plans. MOSPLAN provides the framework for the delivery of services to the Mosman community in a manner that is effective, efficient and planned in a logical and financially viable way. Council has a measurement framework in place to gauge performance against key MOSPLAN deliverables. Mosman's Vision, and the underlying values and commitments that support it are reflected in the seven Strategic Directions of MOSPLAN that guide Council operations.

## Strategic directions

A safe, caring and inclusive community



A culturally rich and vibrant community



An attractive and sustainable environment



An engaged, business-friendly community with strong civic leadership



Well-designed, liveable and accessible places



A healthy and active village lifestyle



# Vision and Values

## Vision

A vibrant, inclusive harbourside village where community and heritage are valued and where residents feel safe and connected.

## Values

Council has reaffirmed six values that guide the way services are delivered and help ensure Council remains progressive, accountable and responsive to the community. In addition to these Values Council supports and advocates the social justice principles of equity, access, participation and rights in both service planning and delivery. These principles are reflected in MOSPLAN's Strategic Directions and Strategies.



**LEADERSHIP**



**INTEGRITY**



**TRANSPARENCY**



**SERVICE**



**RESPECT**



**INCLUSIVENESS**



# Mosman at a Glance



**29,071\***  
residents

\*Estimated resident population 30 June 2023



**31%**  
live alone



**28%**  
couples with children



**13%**  
older couples without children

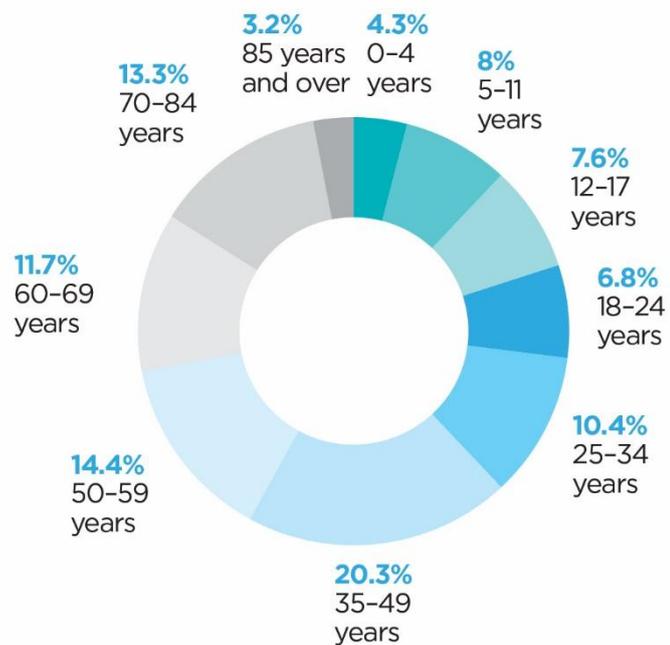


**53%**  
have lived here more than 5 years

**17%**  
speak a language other than English at home

**35%**  
were born overseas

**55%**  
residents who identify with a religion





**99%**  
residents who think  
their quality of life  
is 'good' to 'excellent'



**30.1%**  
adults 16 years and over  
undertaking insufficient  
physical activity



**25%**  
households with  
a mortgage



**88.1 years**  
life expectancy  
at birth

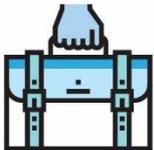


**55%**  
residents aged 15  
years and over with a  
Bachelor or higher degree

**32%**  
households renting



**33%**  
proportion of housing  
that is separate dwellings



**14,151**  
workers



**62%**  
residents in the  
labour force

**42%**  
proportion of housing  
three or more storeys



**3,415**  
residents doing  
paid work locally



**4,800**  
residents who do  
voluntary work



**13,404**  
total private  
dwellings in Mosman



**2,700**  
residents who provide  
unpaid care for the  
aged and disabled



**20%**  
employed residents work  
in professional, scientific  
and technical services



**10%**  
households with  
3 or more cars

# Challenges and Opportunities

## Demographic Change

While Council planning has always been mindful of Mosman's changing demographics our growing cohort of older residents, for example, requires special attention, there is equally a need to acknowledge and address the evolving nature of everyday life. A renewed appetite for local connection, the rapid take-up of new technologies, a more urgent need to build capacity and resilience, longer life spans and working lives, the ongoing and increasing prevalence of the time-poor, and a greater appreciation of the long term impacts of short term actions – these are all social considerations that must be built into Council decisions regarding both infrastructure and service delivery. Even at the local level, however, societal change is not experienced equally and can sometimes be patchy. So, planning for and delivering the right kind of infrastructure, the right kinds of services and the best possible local solutions becomes all the more challenging. There are, however, some basic considerations that are likely to continue resonating with Mosman residents irrespective of the type and pace of change.

These include:

- Preserving the village lifestyle
- Building resilience, maintaining a strong sense of community
- Providing places that are easy to move around
- Streets where neighbours feel safe and can still connect
- Public spaces where people can gather and enjoy local activities, culture and entertainment

## Sustainable Finances

Council's finances are subject to the volatile economic conditions, which place further pressure on service delivery and require a range of austerity measures to manage a significant reduction in revenues together with escalating costs. Coupled with other challenges such as rate-pegging, achieving a sustainable long term financial position while delivering expected levels of service is a fine balancing act. This plan, while attempting to synthesise community aspirations and core directions, is also acutely mindful of the limited resources that Council must manage in the most effective way possible. In recent years Council's accelerated spending on infrastructure assets has gone a considerable way towards 'future-proofing' our asset base. Our current forecasting is still cautiously optimistic regarding longer term financial sustainability. A continued commitment to achieving further service efficiencies, together with only modest service expansion is key to delivering sound financial results in future years.

The prioritisation of local needs and expectations in such a constrained budget setting is a complex and ongoing task for Council, as it is for other local businesses and service providers. With both Council's immediate and longer term financial position front of mind, it is essential that the many competing local priorities continue to be managed not only through prudent financial management, but through genuine engagement, evidence-based decision making, and through collaborative planning and service delivery.

## **Future-focused Customer Experience**

As a small and agile organisation, Council is uniquely positioned to rethink how services are delivered and experienced by the community. The Director Corporate Services will play a pivotal role in influencing a contemporary customer experience strategy that reflects our community's expectations for simplicity, accessibility and responsiveness. Council's scale provides the agility to test new ideas and embed improvements quickly. The focus is on streamlining end-to-end customer journeys, reduction of friction points and introduction of digital tools that genuinely enhance access and service quality. The role will be central to lifting capability across the directorate and embedding a culture where continuous improvement is embraced and celebrated.

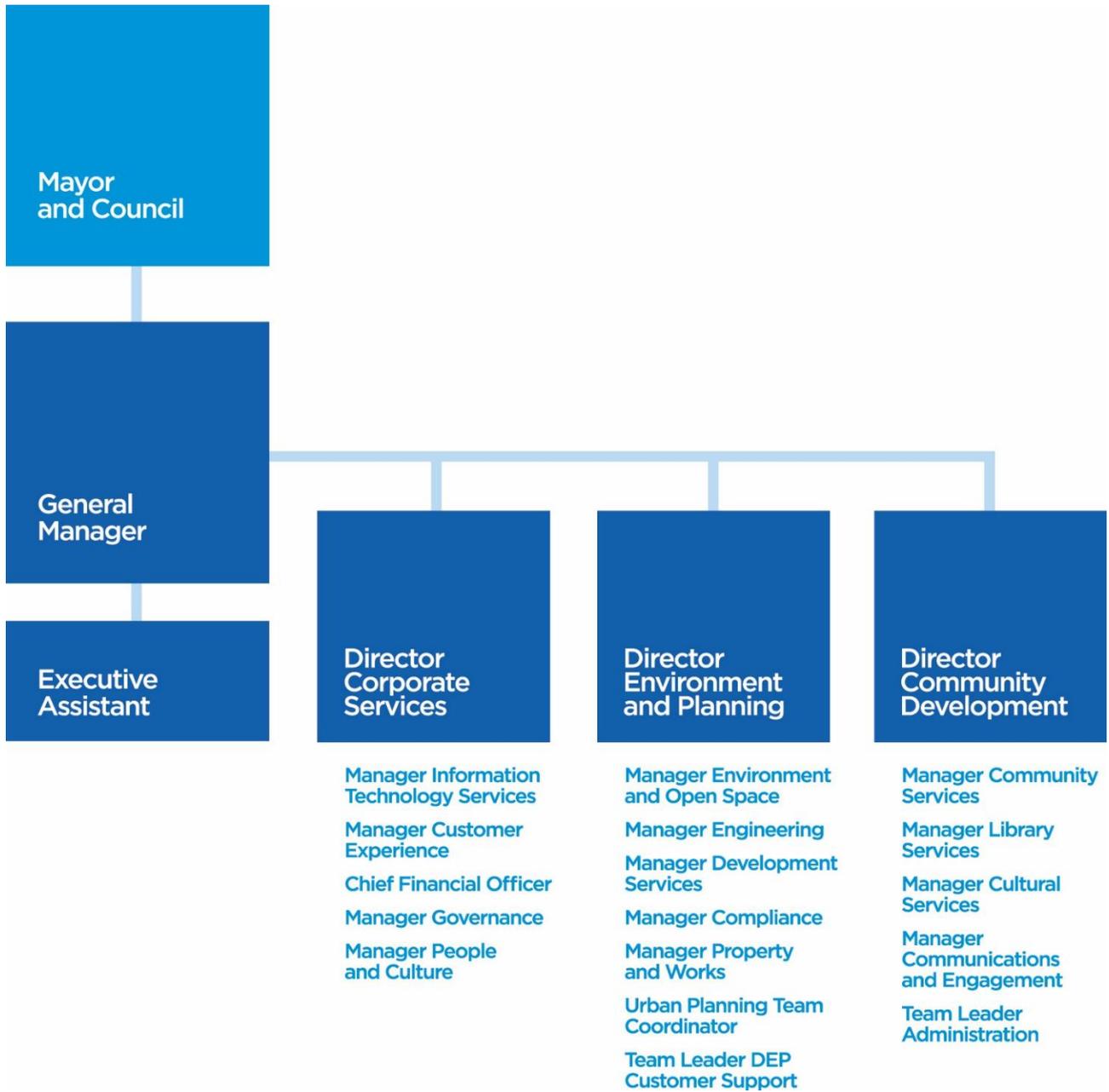
## **Business Improvements**

This role is instrumental in shaping the future of Corporate Services by driving innovation, enhancing our business operations, and elevating the quality of services delivered across Council. As a strategic leader, the position champions the adoption of contemporary technologies, including artificial intelligence, as key enablers of smarter, more efficient and more responsive services.

The Director will lead the evolution of systems, processes and capability, ensuring they progress well beyond transactional functions to become integrated, insight-driven and customer-focused. Through a strong commitment to continuous improvement, the role creates opportunities to streamline operations, strengthen governance, enhance service delivery and support staff with tools and practices that enable high performance.

By fostering a culture of collaboration, innovation and accountability, this role will position Corporate Services as a proactive business partner - helping the organisation make informed decisions, optimise resources, and deliver outcomes that meet the needs of our community both now and into the future.

# Organisation Chart



## Position Description

<b>Position Title</b>	Director Corporate Services and Public Officer
<b>Department</b>	Corporate Services
<b>Reports to</b>	General Manager
<b>Direct reports</b>	Manager Governance and Risk; Chief Financial Officer; Manager Information Technology Services; Manager People and Culture; Manager Customer Experience
<b>Location</b>	Sydney
<b>Budget</b>	Operating Budget \$10.3 Million; Capital Budget \$0.5 Million

## Working at Mosman Council

Members of the Mosman Council staff team are expected to be:

- Ethical
- Excellent communicators
- Committed to customer service
- Technically and professionally competent, with a pride in keeping their knowledge current
- Focussed on solutions
- Team players

## Main Purpose

The Director Corporate Services is a key member of the Executive Team and influences and contributes to the achievement of Council's vision, values and corporate goals.

The position leads the strategic and operational delivery of Council's governance, finance, technology, customer experience, and people and culture functions, as well as Council's integrated planning and reporting processes.

The role is pivotal in driving innovation and exploring new solutions. It leverages technology, including artificial intelligence, as a strategic enabler to achieve high-quality outcomes across Corporate Services projects and initiatives. It ensures systems and processes achieve maturity beyond transactional interactions.

The position also leads the development and implementation of policy, key strategies and operational plans for the Corporate Services Department while championing continuous improvement and fostering a culture of collaboration and adaptability.

The Director will be a decisive, collaborative and outcome-driven leader with a strong grasp of financial management, demonstrating Mosman Council's corporate values, championing innovation, accountability, and teamwork to deliver tangible results for the organisation and the community.

## Key Responsibilities

### Departmental Leadership

- Provide day to day leadership, direction and communication to teams within the Department to ensure service objectives are achieved.
- Oversee the development of annual budgets for the Department and ensure control of all cost centres through department Managers.
- Lead initiatives that ensure objectives, decisions and plans are achieved that build on existing business practices and deliver meaningful results to support Council's services and operations.
- Preserve and build on existing organisational culture, promoting innovation, capability development and collaboration, and ensuring staff are supported to develop and grow capabilities.
- Act as a positive and collaborative organisational change agent who continues to progress our culture, business processes, and change management practices.
- Actively contribute to achieving the strategic outcomes outlined in Council's Community Strategic Plan (MOSPLAN) as both a member of the Executive Team and leader of the Corporate Services Department.
- Ensure the functions of the Corporate Services Department are compliant with the Local Government Act 1993 and other regulations and legislation.
- Operate as the delegated Public Officer, Public Interest Disclosures Coordinator, Complaints Coordinator and Chief Fire Warden for the organisation.

## Planning and Policy Development

- Lead the Integrated Planning and Reporting function of Council and all related reporting and compliance.
- Provide oversight and compliance of all policies of Council – both internal and external. Manage the ongoing review of policy relevant to Corporate Services or as otherwise directed by the General Manager.
- Play a key role in support of the General Manager in implementing corporate services initiatives and other special projects as directed by the General Manager.
- When required, undertake negotiations and attend meetings on behalf of the General Manager.

## Staff Management, including support, guidance, mentoring

- Lead, mentor and develop a high-performing multidisciplinary teams across governance, finance, information technology, customer experience, and people and culture services.
- Provide staff with advice and professional support to resolve complex issues and to ensure council and community priorities are met.
- Foster a culture of collaboration, accountability, and continuous learning, including succession planning and multi-skilling strategies.
- Proactively manage staff development ensuring team members are developed and supported and meet the organisation's requirements. Establish skill development, training and competency development approaches that meet current and future objectives for the organisation.
- Manage and measure staff performance and provide organisational wide industrial relations advice.

## Act as a member of the Executive Team

- Maintain positive working relationships and collaborate with members of the Executive Team, staff and elected members.
- Provide strategic leadership and high-level advice to the General Manager and Council on matters relevant to the operations of the Corporate Services Department and other matters as required.
- Attend Council, Committee and other public meetings as required and represent the Council at meetings with government agencies and others.
- Contribute to Council's financial decision making through the provision of financial and economic analysis and reporting on strategies, projects, capital expenditure, asset management, cash management and general financial management.

## Business and Continuous Improvement

- Drive a culture of innovation and continuous improvement across the Corporate Services department.
- Lead and champion organisational development policies, systems and projects that build on good practice and position Mosman Council as a progressive and agile organisation.
- Manage organisational risks, oversee enterprise risk management processes, and coordinate all duties associated with Council's Audit, Risk and Improvement Committee.
- Ensure financial accountability through accurate forecasting, reporting, and monitoring of departmental budgets and project expenditures.
- Ensure internal and external customers are provided with high quality and guaranteed levels of service and ensure that the organisation not only complies with the Customer Service Charter but also develops and enhances Council's customer experience (CX) model.
- Explore new methods and ways to improve service delivery by initiating and undertaking reviews of Departmental services, utilising benchmarking and driving continuous improvement that delivers

efficiency and effectiveness. Develop frameworks for the organisation to foster business improvement, innovation and business excellence, including exploration and adoption of fit for purpose technologies, such as Artificial Intelligence.

- Promote transparency, responsiveness, and service excellence in all interactions with internal and external stakeholders.
- Ensure compliance with organisational policies, risk management frameworks, and legislative requirements including Equal Employment Opportunity, WHS, and fraud prevention.

## Other Duties

- Other duties may be allocated by the General Manager. These will be in accordance with the employee's range of skills, competence, training and /or experience or be part of a training/development plan.

## Work Health and Safety Responsibilities

- This position is responsible as a member of the Executive Team, for ensuring an effective WHS Management System is in place, including a functioning WHS Committee, WHS training program and relevant WHS key performance indicators. Council's Work Health and Safety Corporate Practice outlines full list of executive responsibilities.

# Selection Criteria – Skills and Competencies

## Essential:

- Relevant tertiary and post graduate qualifications and a commitment to keeping knowledge current
- Significant practical experience in a senior management position in local government or comparable complex environment, including responsibility for corporate services related functions such as finance, information technology and human resources, corporate governance and risk and customer service
- An ability to advise, think and plan strategically, with demonstrated experience in providing strategic direction in an organisation featuring political, community and customer interactions
- Advanced staff leadership and demonstrated ability to motivate, positively lead and manage people to maximise the performance and job satisfaction of leaders and team members.
- Ability to influence and negotiate with stakeholders across an organisation, to problem solve and develop solutions that achieve business outcomes and also foster strong internal relationships.
- Project management skills, including being able to demonstrate an ability to lead, monitor, manage and review projects, and an ability to manage multiple projects simultaneously
- Demonstrated experience operating in a political environment and capacity to respond to Councillor and community expectations
- A commitment to excellence in service delivery using continuous improvement with experience in leading initiatives that add value, improve and enhance services, processes and practices
- Excellent communication skills including submission and report writing skills and verbal presentations
- Extensive knowledge of local government functions, statutory obligations, policies and processes within the legislative framework of the Local Government Act 1993 and related legislation

# Application and Selection Process

## Executive Search Partner

Mosman Council has engaged Derwent Search (Derwent) <https://www.derwentsearch.com.au/company-profile> as an independent expert to conduct an executive search and manage the recruitment process. All applications are to be received by Derwent.

## To apply

Closing date: Sunday 22 February 2026. To submit your application, please go to [www.derwentsearch.com.au](https://www.derwentsearch.com.au) and "Search Jobs" to find a link to the opportunity. Your application must include a resume (up to 5 pages) and a cover letter (up to 2 pages) highlighting your suitability.

## Enquiries

Please contact Derwent by email [publicsector@derwentsearch.com.au](mailto:publicsector@derwentsearch.com.au) and we will reply with appropriate information and/or arrange a convenient time to speak. You may also contact Andrew McEncroe, Managing Partner Derwent on 02 9223 1855.

## Selection Process

We follow a rigorous, transparent selection process designed to identify the best candidate for this critical role:

- **Stage 1: Application Review** All applications will be reviewed against the selection criteria. Competitive candidates will be invited to proceed to pre-screening interviews with Derwent.
- **Stage 2: Pre-Screening Interview with Derwent** Selected candidates will participate in a detailed interview with Derwent (via Teams or in-person). This conversation explores your experience, career motivations, and alignment with the role requirements. Following this interview, Derwent prepares a comprehensive assessment report for the selection panel's consideration.
- **Stage 3: Panel Interview** Shortlisted candidates will be invited to interview with the selection panel. This interview includes: A brief presentation on a topic provided in advance; A capability-based interview questions aligned to the selection criteria; Opportunity to ask questions about the role and organisation
- **Stage 4: Final Assessment** Candidates progressing to final consideration may complete online psychometric assessments. These provide additional insights into leadership style, preferences, and capabilities.

Derwent will notify applicants of material changes to the timeline.

### Pre-employment verification and background checks

The following checks will be conducted for the candidate(s) in final consideration:

- |                           |                        |
|---------------------------|------------------------|
| ▪ National Police Check   | ▪ Bankruptcy           |
| ▪ Professional Membership | ▪ Financial Regulatory |
| ▪ Qualification           | ▪ Media Search         |

## Referee Reports

Candidates at an advanced stage of consideration will be asked to provide at least two referees who may be contacted as part of the selection process. Written references may also be checked.

## 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.

## Candidates with a Disability

Derwent aims to ensure people with disability can access secure and sustainable employment opportunities and are respected for their skills and capabilities. If required, we will provide reasonable adjustments such as access, equipment, or other practical support at relevant stages of the recruitment process. You can specify in your application if you have necessary adjustments, or please inform us at any stage, and we can arrange reasonable adjustments on your behalf. If you need to contact us about reasonable adjustments during the recruitment process, please contact [publicsector@derwentsearch.com.au](mailto:publicsector@derwentsearch.com.au)



Mosman  
COUNCIL

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derwent