



# Position Description

Line Manager

<b>Position Title</b>	<b>Airport Business Manager</b>
<b>Section</b>	Commercial & Business Services – Port Macquarie Airport
<b>Division</b>	Business & Performance
<b>Reports to</b>	Group Manager, Commercial & Business Services
<b>Grade</b>	Grade 18
<b>Direct Reports</b>	One (1)
<b>Indirect Reports</b>	Two (2)

## Position purpose

The Position is responsible for the strategic management, operation and development of Port Macquarie Airport as a self-funded commercial business unit of Council; the identification and capitalisation of new business opportunities and generation of alternative income streams; ensuring safe, secure and efficient operations consistent with legislative and regulatory requirements, industry best practice, and Council's economic development and commercial objectives.

## Strategic responsibilities

Action the strategic direction of Council, by ensuring programs and projects support the sustainable achievement of Council objectives

Manage team plans and budgets, to ensure organisational priorities, goals and objectives are met

Apply understanding of political, social and legal influences in conjunction with organisational culture to all initiatives and actions

Provide best practice and timely advice to the Group Manager and Director

## Organisational responsibilities

Model Council's organisational values and related behaviours, at all times setting a strong example for the team

Work across Council to encourage cross-divisional cooperation and collaboration to achieve best value for money and high quality outcomes for the community, including promoting an enhanced awareness of team functions

Apply organisational policies and procedures in day to day work

Support Council to build an enhanced reputation of proactive communication and interaction with community members and stakeholders



## Team responsibilities

Ensure your team's functions are delivering on the Community Strategic Plan, Delivery Program and Operational Plan

Recommend changes to Council policy / practice in order to more effectively deliver on community strategic plan priorities

Review team and individual performance through the Employee Engagement Process

Promote system improvements within the team, to support the delivery of effective, high quality, targeted and best value services

Provide consistent and decisive leadership to the team

Develop, mentor, coach and empower staff to build a high -performance team culture

Implement effective, efficient and sustainable management practices for the human, physical, financial and information resources of the team

## Other position specific responsibilities

- Manage the operation, maintenance and development of Port Macquarie Airport to ensure safe, secure and efficient operations consistent with legislative and regulatory requirements.
- Provide expert advice for the ongoing operation and development of Port Macquarie Airport via the development, management and implementation of long-term strategic plans such as the Airport Master Plan, Biocertification Strategy, Asset Management Plan and 20-yr Financial Model.
- Develop an annual Business Plan / Service Plan for Port Macquarie Airport as a self-funded commercial business of Council to ensure long-term financial sustainability; deliver increased profitability (operating performance) and ongoing revenue streams to Council subject to prevailing industry and market forces, and Council's organisational focus on the commercial business units.
- Exhibit sound financial management and deliver financial savings through close monitoring of the annual budget (income and expenditure), process improvement, operational cost efficiencies and effective project management.
- Proactively identify and capitalise on new business development opportunities supported by robust financial and business case analysis to achieve Council's economic development and commercial objectives.
- Proactively market the Airport's capability and work with Senior Management to promote and secure business growth opportunities including the development of additional airline services and retention of existing services.
- Support and advocate for the feasibility assessment, development and environmental planning and staged delivery of Council's Airport Business & Technology Park.
- Liaise and partner with a range of stakeholders including statutory authorities, industry professionals, airlines, service providers, airport tenants / operators, Council staff and the community to achieve desired outcomes.
- Ability to understand the diverse range of political and stakeholder views and to interact effectively with Members of Council.
- Liaise with and prepare professional reports for Council / Committees on Airport strategic planning, business and financial performance and operations.
- Develop and maintain a risk aware culture within your area of responsibility. Identify and manage risks in accordance with Council's practices.
- Make good business decisions based on facts and data.
- Grasp complexities and identify issues. Think through problems and analyse them objectively.
- Resolve complaints and answer enquiries promptly.



- Lead the Airport Operations team in the effective management of the operation and maintenance of the Airport to ensure safe, secure and efficient operations.
- Ensure compliance with all legislative and regulatory requirements including though not limited to those administered by the Civil Aviation Safety Authority (CASA), Airservices Australia and the Department of Home Affairs.
- Ensure airport operating manuals, programs, plans, and standard operating procedures etc are kept up to date including though not limited to:
  - Airport Operations Manual;
  - Airside Safety Management System;
  - Aerodrome Emergency Plan;
  - Transport Security Program;
  - Bird and Wildlife Hazard Management Program; and
  - Drug and Alcohol Management Plan.
- Manage service providers to achieve required service levels in an efficient and cost-effective manner.
- Identify and capitalise on opportunities for the development of the Airport consistent with the Airport Master Plan and the availability of funding.
- Act as the Client's (Council's) Representative in the management and delivery of Airport infrastructure projects.
- For projects which the Airport Business Manager has been nominated as the Project Manager:
  - Ensure projects are managed and delivered to Council adopted standards, regulations and policies.
  - Ensure projects are completed on time, to budget and in accordance with legislative and regulatory requirements and industry best practice.
  - Ensure project and works expenditure remains within budget to a deviation of 2% with early flagging of deviation with appropriate staff.
- Any other related duties as directed (including activities associated with other business units of Council).



## Expected behaviours

Port Macquarie-Hastings Council values are at the core of our work. It is expected that your conduct will reflect Council values, and your commitment to these values will be central to your successful performance as an employee of Port Macquarie-Hastings Council. The values-based behaviours will form the basis for individual employee performance assessments.

As a manager, you are expected to demonstrate the behaviours required of non-supervisory employees and supervisors / team leaders / coordinators, in addition to those outlined below.

### Values-based behaviour for Executive Group, Group Management & Line Management

Values	Expected Behaviour
<b>Communication</b>	<ul style="list-style-type: none"><li>• I provide and accept regular, valid and objective feedback in relation to individual performance</li><li>• I share strategic direction and information with my team in a timely manner</li><li>• I actively listen to my staff and stakeholders, and act as required</li><li>• I define and clearly communicate roles and responsibilities to achieve team outcomes</li></ul>
<b>Accountability</b>	<ul style="list-style-type: none"><li>• I drive a culture of achievement and acknowledge input of others</li><li>• I take ownership for the delivery of my areas of responsibility</li><li>• I am responsible and timely in my decision-making</li><li>• I accept my WHS responsibilities, promote WHS across all areas in Council, and ensure my team are actioning their WHS responsibilities</li></ul>
<b>Professionalism</b>	<ul style="list-style-type: none"><li>• I promote Council's strategic direction and show the way to achieve it</li><li>• I uphold and support management's position on issues</li><li>• I use feedback to enhance my own performance</li><li>• I raise critical issues and make tough decisions</li></ul>
<b>Integrity</b>	<ul style="list-style-type: none"><li>• I model Council's organisational values and related behaviours at all times</li><li>• I am open and honest in all my business activities and consider all views</li><li>• I ensure that my people behave in a consistent manner</li><li>• I create an environment where staff can speak up and speak out</li></ul>
<b>Teamwork</b>	<ul style="list-style-type: none"><li>• I mentor and coach my team</li><li>• I work collaboratively across the organisation, and encourage my team to do the same</li><li>• I foster an environment where team members feel comfortable to participate, and where ideas are valued</li><li>• I build a culture of respect and understanding across the organisation</li></ul>

Document Endorsement

Date	<u>22/12/2022</u>	Group Manager	<u>Commercial &amp; Business Services</u>
Date	<u>22/12/2022</u>	Director	<u>Business &amp; Performance</u>

I have read and understand the contents of the Position Description for my role. I will undertake the responsibilities and behaviours required of me.

Employee Name	
Employee Signature	
Date	