

Role Description

Executive Director, Strategy, Planning and Innovation

Cluster/Agency	Infrastructure NSW
Division/Branch/Unit	Strategy, Planning and Innovation
Location	Sydney
Senior Executive Work Level Standards	Work Contribution Stream: Band 2
Kind of Employment	Ongoing
ANZSCO Code	132411
Role Number	75376
PCAT Code	
Approved	May 2020
Agency Website	www.infrastructure.nsw.gov.au

Agency overview

Infrastructure NSW provides specialist advice to the NSW Government on infrastructure investment and prioritisation. We are a NSW Government Agency, established under the Infrastructure NSW Act 2011. Infrastructure NSW's core functions include providing independent and strategic advice to ensure infrastructure investment decisions are underpinned by robust assessment and long-term planning; monitoring NSW's infrastructure program through independent reviews and expert analysis; recommending infrastructure projects to the NSW Treasurer for funding from the Restart NSW fund; and managing the procurement and delivery of nominated priority projects.

The Strategy, Planning & Innovation (SPI) team within Infrastructure NSW is currently leading development of the 2022 State Infrastructure Strategy, is responsible for the 5-year Annual State Infrastructure Plan, the Construction Leadership Group, and the provision of expert advice on infrastructure projects and policies to Government.

Primary purpose of the role

The Executive Director, Strategy, Planning and Innovation is responsible for directing and leading strategic policy development and expert advice with a focus on sustainability, resilience and the Net Zero transition in NSW.

Key accountabilities

- Lead the implementation of key infrastructure-related policy, planning, evidence and recommendations from the State Infrastructure Strategy in collaboration with central and infrastructure agencies, and industry groups.
- Lead the sustainability, resilience and Net Zero workstreams at Infrastructure NSW.
- Lead and contribute to work for 20-year and 5-year infrastructure strategy and planning.
- Lead the delivery of infrastructure sector reviews including risk assessment and the application of expert analysis to provide compelling and strongly evidenced independent advice and recommendations.

- Lead the engagement of external service providers and experts to deliver advice, industry innovation and analysis on infrastructure investment, planning and delivery.
- Lead the delivery of robust reporting, advice and recommendations for whole-of-government decision-making at an executive level.
- Manage executive relationships with key local, state and federal government agencies and industry stakeholders to inform issues of strategic significance.
- Provide high quality and independent advice to Ministers and Cabinet regarding infrastructure strategy, planning and delivery in NSW.

Key challenges

- Developing a wide array of planning and delivery data and policies that identify the key issues and highest priorities for infrastructure investment to achieve optimal economic outcomes for NSW.
- Leading the resolution of complex and conflicting policy, planning and delivery issues to identify the optimal long term strategy for major infrastructure investments.
- Leading high level consultations and negotiations with key agencies and industry to ensure required infrastructure data is available and well-integrated to produce industry innovation, high quality of plans and evidence based solutions.

Key relationships

Who	Why
Ministerial	
Ministerial staff	<ul style="list-style-type: none"> • Provide advice and briefing
Internal	
Head of Strategy, Planning and Innovation	<ul style="list-style-type: none"> • Direct report to obtain strategic advice, information and guidance for key functions and projects.
COO	<ul style="list-style-type: none"> • For operations support and governance.
INSW team	<ul style="list-style-type: none"> • Lead, inspire motivate, provide direction and manage performance for function and project.
External	
Executives of key agencies and industry	<ul style="list-style-type: none"> • Sustain positive working relationships. Extract and provide data and advice. Lead the consultative process.
Service Providers and Consultancies	<ul style="list-style-type: none"> • Engage to deliver services, advice and recommendations.

Role dimensions

Decision making

The Executive Director is fully accountable and responsible for leading the strategic direction, planning and decision making of the organisation to key sectors in NSW. The Executive Director provides leadership, advice, direction across Infrastructure NSW and other government agencies for infrastructure related cross cutting themes and sectors. The role is responsible for engaging external suppliers, contractors and vendors and ensures performance to agreed time, cost and quality requirements.

The role defers to the Head of Strategy, Planning and Innovation on issues that require financial delegation

or matters with strategic or significant ramifications.

Reporting line

Head of Strategy, Planning and Innovation

Direct reports

2-3 direct reports

The role manages external contractors, vendors and suppliers.

Budget/Expenditure

Not fixed. Contracts for services and consultants as approved with an average value ~\$500k.

Essential requirements

- Tertiary qualifications in a subject area or extensive relevant experience in a similar role.
- Extensive knowledge and experience of major infrastructure projects including management of politically sensitive issues.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities




Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
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 Personal Attributes	Display Resilience and Courage	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Highly Advanced
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Highly
Advanced



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
- Identify, recognise and celebrate success
- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

Highly
Advanced

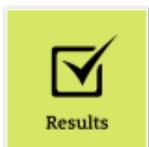


Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff
- Influence the organisation's current and potential future role within government and the community, and plan appropriately
- Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning
- Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes
- Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government

Highly
Advanced



Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness
- Promote a culture of accountability with clear links to government goals
- Set standards and exercise due diligence to ensure work health and safety risks are addressed
- Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
- Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
- Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved

Highly
Advanced

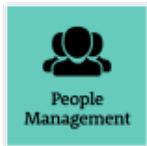


Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

- Ensure that employees and contractors apply government and organisational procurement and contract management policies
- Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
- Promote effective risk management in procurement
- Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes
- Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors

Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements












- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced