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| **Cluster** | Regional NSW |
| **Agency** | Department of Regional NSW |
| **Division/Branch/Unit** | Regional Precincts |
| **Role number** |  |
| **Classification/Grade/Band** | Senior Executive Band 3 |
| **Senior executive work level standards** | Work Contribution Stream: Agency Head |
| **ANZSCO Code** | 1111111 |
| **PCAT Code** | 3119192 |
| **Date of Approval** | May 2022 |
| **Agency Website** | http://www.drnsw.nsw.gov.au |

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state’s mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

The Deputy Secretary will lead the Regional Precincts Group and is Chief Executive (CE) of the Regional Growth NSW Development Corporation. This role leads and oversees the following:

* Advice on and delivery of the investment priorities under the $4.2 billion Snowy Hydro Legacy Fund (SHLF);
* Planning and delivery of the Government's Special Activation Precincts Program, these world-class precincts will support existing and emerging 'engine industries’. This includes but is not limited to advanced manufacturing, renewable energy, agribusiness and freight and logistics, which will drive regional NSW economies over the next 20 years;
* Planning and delivery of the Government’s Regional Job Precincts Program which delivers masterplanning and concierge services in identified locations across regional NSW;
* Delivery of activities under the Regional Growth NSW Development Corporation (the Corporation) established under the *Growth Centres (Development Corporations) Act 1974*;
* Planning and delivery of the Government’s Regional Digital Connectivity Program, including liaison with other State and Commonwealth agencies delivering digital programs to ensure alignment;
* Lead the Office of Regional Economic Development to ensure appropriate and timely investment strategies are developed and delivered to support the 20 Year Economic Vision for Regional NSW;
* The role provides executive leadership, expert strategic information, and decision-making to deliver transformational large-scale infrastructure investments in regional NSW, including any additional programs added to the mandate of the Corporation.

Key accountabilities

* Lead and direct advice to the Premier, Deputy Premier, Treasurer, DRNSW Secretary, Cabinet and Ministers to enable informed recommendations and decisions on SHLF investments including the Special Activation Precincts.
* Establish, lead and maintain strong senior stakeholder relationships including with leaders in regional communities, local government organisations and regional industry.
* Establish effective internal systems and controls to effectively manage the Group’s finances, assets and liabilities; including financial responsibility and oversight of the $4.2 billion Snowy Hydro Legacy Fund. The role will have a highly advanced understanding of NSW Treasury processes and work closely to manage funding within government processes.
* Implementation of strong governance in accordance with the SHLF Act 2018 including chair of the SHLF Steering Committee.
* Oversee end-to-end delivery of the Special Activation Precincts program including business case development, master planning, investment decision and delivery as well as development of rigorous stakeholder and community engagement strategies for Special Activation Precincts as the Statutory CE of the Corporation under the Growth Centres (Development Corporations) Act 1974.
* Strategic identification of new investment priorities across NSW and oversight of large and complex infrastructure procurement, legal processes and contracts.
* Represent the department on key programs funded by SHLF and delivered by other agencies, such as dams and transport projects.
* Represent the department and work collaboratively with internal and external stakeholders including private industry, NSW Government agencies, other local, state and national government jurisdictions to identify and deliver large-scale infrastructure investments to benefit businesses, industry and communities across regional NSW.
* Develop and implement a long term commercial model to ensure the financial sustainability of the Corporation or exit from the Special Activation Precincts at appropriate Program maturity levels.

Key challenges

* Delivering strategic, commercial and community outcomes in line with defined deadlines, given the need to engage with large numbers of diverse stakeholders with competing priorities in a high profile, political and commercial environment.
* Maintaining strong local government, stakeholder and community support for the Special Activation Precincts program and SHLF and ensuring commercial viability and feasibility of projects and developments given variable cash flow, uncertain market conditions and the need to achieve balance between issues of social equity, environmental sustainability and economic viability.
* Demonstrate sophisticated financial management skills to oversee commercial activities and oversee grant programs.

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Maintain collaborative relationships. * Consult to provide accurate information and professional advice on a range of issues including sensitive matters and identify potential implications and actions. * Prepare and provide reports and timely responses on implementation or any impediments related to achieving objectives for the Regional Precincts Group. |
| **Internal** |  |
| Secretary | * Provide expert, authoritative advice to the Secretary in respect to major program and grant funding issues. * Communicate information related to performance against budget and potential variations which may impact on budgeting or budget performance at the department or cluster level * Achieve endorsement of the department's strategic and corporate plans and goals, and prioritisation of policy development and implementation. * Support the Secretary in leadership of the department and sector especially with regards to building a performance culture and enhancing the capability of the NSW public service * Report on progress towards business objectives and discuss future directions. * Contribute to the strategic development of the department's business. |
| Direct Reports | * Provide professional leadership, direction, guidance, people management and development for the Group. * Set overall performance expectations and oversee the implementation of effective performance management frameworks and processes. * Encourage team to work collaboratively to contribute to achieving the team's business outcomes. * Lead discussions and decisions regarding implementation of innovation and best practice. |
| Peers | * Provide oversight across the cluster to coordination of inputs in preparing advice related to major policy issues for the Premier and/or Secretary. * Contribute to the quality of leadership across the cluster by participating in leadership planning and communications initiatives. |
| **External** |  |
| Other Deputy Secretaries | * Establish effective high level networks with Deputy Secretaries of other NSW clusters, departments and agencies, and with similar roles across other jurisdictions, to enable effective integration across policy portfolios. |
| NSW and Australian government agencies | * Maintain effective networks with key stakeholders across other tiers of government in NSW, and across other jurisdictions, to exchange intelligence regarding insights and trends, initiatives and innovations, and other matters of mutual interest to enhance the effectiveness and quality of policy development processes. * Foster strong proactive working relationships with other federal, State and territory government agencies to support the alignment of key policy directions, advocate for NSW policy positions and enhance the Division's policy skills and capabilities. * Collaborate in the formulation and development of infrastructure plans and strategies to fund and deliver capital projects. |
| Key Stakeholders - private business, investors and non-government organisations | * Foster and sustain key relationships. * Exchange information, negotiate, obtain funding and communicate key organisation and project issues. * Manage expectations and achieve mutual objectives. |
| Media | * Represent Government and the organisation to positively communicate programs, plans and actions to the community and support the achievement of organisation and government objectives. |
| Associated Boards and steering committees | * Provide expert, comprehensive and commercially astute advice on diverse and multi-faceted issues impacting regional growth and renewal to inform decisions and drive initiatives . * Direct the provision of support services as required to facilitate efficient processes and practices. |

# Role dimensions

## Decision making

The Deputy Secretary and Chief Executive:

* is the key adviser on regional economic development and infrastructure planning
* is fully accountable for the content, accuracy, validity and integrity of advice provided, with advice and recommendations considered to be of critical importance
* makes major commitments and decisions that impact whole of government and achievement of NSW Government objectives
* complies with Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, finance directions, delegations, sector and agency strategic frameworks, and professional standards
* represents the agency at state/national committees, meetings and other forums, to advocate and articulate the NSW Government's position and interests in relation to the regional economic development and infrastructure planning for regional precinct development across the State
* has overall responsibility for the efficient and cost effective management of all aspects of Group operations within set budget and resource parameters
* acts with considerable autonomy and independence to determine how to achieve results and allocate

resources.  
  
**Reporting line**

The Deputy Secretary and Chief Executive reports to the Secretary Regional NSW.

## Direct reports

6 Direct reports

## Budget/Expenditure

Budget $4.2B

Essential requirements

* Tertiary qualifications in economics, business/finance, legal or risk management, construction, engineering or project management and/or significant relevant industry experience.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Create a culture that encourages and supports openness, persistence and genuine debate around critical issues  Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change  Raise critical issues and make tough decisions  Respond to significant, complex and novel challenges with a high level of resilience and persistence  Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations | Highly Advanced |
| **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Champion and model the highest standards of ethical and professional behaviour  Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations  Set, communicate and evaluate ethical practices, standards and systems and reinforce their use  Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports  Act promptly and visibly to prevent and respond to unethical behaviour | Highly Advanced |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | 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 |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector  Publicly celebrate the successful outcomes of collaboration  Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions  Identify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial 'win-win' outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | 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 |
|  | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management  Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound  Assess relative cost benefits of various purchasing options  Promote the role of sound financial management and its impact on organisational effectiveness  Obtain specialist financial advice when reviewing and evaluating finance systems and processes  Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner | Advanced |
| **Project Management**  Understand and apply effective planning, coordination and control methods | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts' knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
|  | **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Champion the organisational vision and strategy, and communicate the way forward  Create a culture of confidence and trust in the future direction  Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation  Communicate the parameters and expectations surrounding organisational strategies  Celebrate organisational success and high performance, and engage in activities to maintain morale | Highly 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
|  | Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
|  | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
|  | Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Highly Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
|  | Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Advanced |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
|  | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Highly Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Highly Advanced |