

Role Description

General Manager LLS Region

Portfolio	Primary Industries and Regional Development
Agency	Local Land Services
Location	Various
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	14 December 2016 (updated August 2020)
Agency Website	http://www.lls.nsw.gov.au

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture and Biosecurity; Forestry and Fishing; Local Land Services; Mining, Exploration and Geoscience; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

Local Land Services (LLS) is an Executive Agency related to the Department. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally-based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services, private native forestry and the Soil Conservation Service.

Primary purpose of the role

Lead, plan and direct regional operational functions to ensure the successful delivery of LLS state and regional strategic objectives. The General Manager promotes LLS and engages with local communities and stakeholders, building productive partnerships to deliver LLS objectives, programs and projects. The position also provides strategic advice to the local board and collaborates with the LLS Senior Executive, working on LLS matters/projects.

Key accountabilities

- Lead and manage regional staff, resources and operations to ensure the delivery of efficient, effective and timely services consistent with local board and LLS corporate objectives, and LLS cultural expectations.
- Provide strategic leadership and advice to develop and implement regional objectives and plans and contribute to LLS state strategic planning and delivery

- Manage and report on regional LLS performance, budgets and financial expenditure, and implementation of business and governance systems, policies and procedures.
- Foster relationships with local community groups to encourage community views, establishing consultative forums to seek representation and advice on specific issues such as Aboriginal cultural heritage, natural resource management, plant and animal pest control, biosecurity and agricultural productivity.
- Develop beneficial partnerships and networks with key regional industry and community stakeholders, industry peak bodies and Government agencies for funding, project or program delivery, information exchange and support, and actively promote the LLS and its activities.
- Manage regulatory and compliance functions of the local board to meet Government requirements and deliver high quality outcomes against independent and internal audits.

Key challenges

- Guiding and managing a complex set of relationships and changes necessary to develop an effective and customer-focused local service, including achieving integrated service delivery across biosecurity, natural resource management, primary production advice and emergency response to meet the needs of LLS as one agency.
- Keeping abreast of changes in customer needs and government direction, policies and legislation to ensure the efficient, effective and consistent delivery of all LLS operations and.
- Leading a proactive and innovative approach to business development and creating partnerships and networks, at a senior level within LLS, with relevant organisations and with community and industry groups to build the “one” LLS brand whilst sustaining local operations.

Key relationships

Who	Why
Internal	
Local Board Chair	<ul style="list-style-type: none"> • Provide strategic advice and information that influences decisions made in the development and implementation of regional plans and policies to ensure the objectives of LLS are met. • Build strategic partnerships and work with the local board to adopt strategies and plans where there are conflicting business interests and opinions.
Executive Director-Regional Delivery	<ul style="list-style-type: none"> • Functional reporting line on region management, local strategic plan delivery, state wide plans, initiatives and programs to ensure consistency and efficiency of approach across the state.
LLS Senior Executive	<ul style="list-style-type: none"> • Collaborate and model organisational culture and operations, working collaboratively in a ‘team together, team apart’ approach • Align LLS and local strategic priorities and budget imperatives • Operate collaboratively to develop and execute a consistent, effective and efficient approach to leadership of the business.
Local Management Team	<ul style="list-style-type: none"> • Inspire and motivate the local senior management team, provide direction and support and manage performance and delivery of services.

Who	Why
External	
Industry Stakeholders/Community groups and organisations, State and Federal agencies	<ul style="list-style-type: none"> • Provide advice and support on a range of issues and balance a range of competing and conflicting priorities to ensure the effective and efficient delivery of LLS services and operations • Ensure a high degree of customer and stakeholder input and satisfaction on the delivery of LLS services

Role dimensions

Decision making

Manages and directs the local staff and their activities in accordance with:

- local board and LLS Board decisions;
- direction from the Executive Director Regional Delivery;
- central operational requirements and state-wide strategies

Make critical operational decisions for the development, planning and implementation of strategic directions and goals for the benefit of customers, stakeholders and LLS which are consistent with the State Strategic Plan and Local Strategic Plan.

Reporting line

- Executive Director Regional Delivery provides direction to the General Managers on state-wide initiatives and programs, ensuring consistency in approach across the state.
- The General Managers work closely with the local Chairs boards to set local strategy, monitor local performance and ensure the regions provide locally-relevant services.

Direct reports

5 - 7 direct reports

Budget/Expenditure

As defined in LLS delegations. General financial delegation up to \$1,000,000. Regional budgets vary from approx. \$11 million to approx. \$25 million.

Essential requirements

NSW Drivers licence

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
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical and professional way and set an example for others to follow Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced



Deliver Results

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

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced

Demonstrate Accountability

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

- Design and develop systems to establish and measure accountabilities
- Ensure accountabilities are exercised in line with government and business goals
- Exercise due diligence to ensure work health and safety risks are addressed
- Oversee quality assurance practices
- Model the highest standards of financial probity, demonstrating respect for public monies and other resources
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks
- Incorporate sound risk management principles and strategies into business planning

Advanced



Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures
- Understand the impacts of funding allocations on business planning and budgets
- Identify discrepancies or variances in financial and budget reports, and take corrective action
- Know when to seek specialist advice and support and establish the relevant relationships
- Make decisions and prepare business cases, paying due regard to financial considerations

Adept

Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources

Adept

- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	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	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced