Role Description

**Deputy Director Regional Development**

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| Portfolio | Primary Industries and Regional Development |
| Department | Department of Primary Industries and Regional Development |
| Division/Branch/Unit | Regional Development & Delivery / Regional Programs & Partnerships |
| Location | Various |
| Classification/Grade/Band | Clerk Grade 11/12 |
| ANZSCO Code | 139999 |
| PCAT Code | 3119192 |
| Date of Approval | June 2022 (updated August 2024) |
| Agency Website | www.dpird.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; Fisheries and Forestry; Local Land Services; NSW Resources; 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.

# Primary purpose of the role

Drive and deliver place based, regional and state-wide initiatives in collaboration with NSW Government agencies, local councils and the private sector to improve the lives of people living in regional NSW. Lead program and service delivery reform, and engagement with communities to support improved outcomes in regional development and liveability for Regional NSW and ensure the Government’s priorities are met at a regional level to deliver a strong economy, better services and safer communities, and to protect the vulnerable.

Provide high level strategic advice and support to the Director and other Executives to advance the

NSW Government’s priorities, deliver responsive change, service improvement and problem resolution to regional and rural NSW.

# Key accountabilities

* Identify and respond to cross-DPIRD Cluster issues within the region, providing strategic advice and solutions to the Director to enable resolution or escalation, with appropriate context and urgency.
* Actively establish and maintain strong collaborative relationships with regional leaders in the private, not for profit, state and local government sectors to build and maintain high level knowledge of cross sector regional issues and priorities.
* Coordinate the activities of relevant NSW Government agencies through regular, formal and informal engagement to ensure the Government’s priorities are understood and met at the regional level, especially on multi-agency issues with whole-of-State significance.
* Manage the delivery of regional development, regional infrastructure, investment and business support initiatives to activate regional potential, develop industries and generate employment growth.
* Lead and manage a team to identify and develop initiatives and projects which deliver place-based outcomes for regional development and liveability, including engagement and initiatives developed in partnership with Aboriginal communities.
* Target and develop business and industry investment opportunities to grow industry and employment.
* Coordinate and liaise with the Regional Leadership Executive to deliver the Government’s priorities in the region and provide advice and quality assurance of information being provided to the Senior Executive, Premier and Deputy Premier ensuring timely high-quality responses to correspondence, briefings, submissions and reports.
* Support the coordination and hosting of relevant regional visits by Minister’s, Senior Executive staff and other important stakeholders to the region, including business missions.

# Key challenges

* Managing multiple regional development, infrastructure, place-based and liveability initiatives which require the resolution of complex regulatory, commercial and community issues.
* Building and maintaining effective relationships with stakeholders, given their diverse interests and demands noting the advice provided to the Deputy Director can be sensitive, contentious and impact on the government and community.
* Managing the extent of support provided to Senior Executive, Premier and Deputy Premier to ensure that appropriate non-political support is provided to a high standard.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | * Escalate issues, keep informed, advise and receive instructions.
* Provide regular updates on key projects, issues and priorities.
* Provide strategic advice on state significant projects and regional Funds.
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| Direct Reports | * Provide leadership, guidance and day-to-day management of the team
* Provide advice, discuss issues ensuring projects and work are delivered on time and within budget
* Capacity build staff to provide high quality advice, responses to correspondence as well as brief and submissions in a timely manner
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| Departmental staff | * Collaborate to leverage partnerships and alliances.
* Collaborate closely on infrastructure programs, business planning, submission of briefs and advice, and management of significant project and/or issues.
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| **External** |  |
| Government, public sector, nongovernment, industry and community sectors | * Develop and maintain effective working relationships to facilitate the engagement and input of external stakeholders to support the development and delivery of state significant regional projects or service delivery reforms.
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# Role dimensions

## Decision making

The Deputy Director is expected to operate with a level of autonomy, supporting the Director in ensuring timeliness, content, quality and reliability of advice provided and work performed. Decisions and actions by the position holder include:

* representing the Director on relevant regional development, service delivery and strategic initiatives to facilitate the achievement of delivery and implementation of Government priorities.
* maintaining relationships with key internal and external stakeholders to provide advice, promote funding and programs and conduct negotiations.
* delivery of Government priorities at a regional level and implementation of government programs and policy.
* ensuring compliance with all relevant policy, procedures, legislation and regulation
* keeping the Director fully informed on relevant issues.

Decisions referred to the Director include:

* Matters requiring a higher delegated authority

## Reporting line

## The Deputy Director, Regional Development reports to the Director, Regional Development, Regional NSW.

## Direct reports

Number of staff reporting directly: tbc

## Budget/Expenditure

As per DPIRD Delegations

## Key knowledge and experience

* Detailed knowledge and understanding of the environment, social and economic regional issues facing governments, agencies and communities in Regional NSW
* Demonstrated understanding of the workings of Government, including ministerial roles, agency functions and central agency responsibilities and capacity to achieve results in these contexts
* Demonstrated experience in leading and managing project delivery and outcomes

## Essential requirements

* Current driver’s license.

# 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 |
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| **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 | Be flexible, show initiative and respond quickly when situations changeGive frank and honest feedback and adviceListen when ideas are challenged, seek to understand the nature of the comment and respond appropriatelyRaise and work through challenging issues and seek alternativesRemain composed and calm under pressure and in challenging situations | Adept |
| **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Model the highest standards of ethical and professional behaviour and reinforce their useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experienceEnsure systems are in place to capture customer service insights to improve servicesInitiate and develop partnerships with customers to define and evaluate service performance outcomesPromote and manage alliances within the organisation and across the public, private and community sectorsLiaise with senior stakeholders on key issues and provide expert and influential adviceIdentify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approachesEnsure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage 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 outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress 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 | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | Prepare and review project scope and business cases for projects with multiple interdependenciesAccess key subject-matter experts’ knowledge to inform project plans and directionsDesign and implement effective stakeholder engagement and communications strategies for all project stagesMonitor project completion and implement effective and rigorous project evaluation methodologies to inform future planningDevelop effective strategies to remedy variances from project plans and minimise impactManage transitions between project stages and ensure that changes are consistent with organisational goalsParticipate in governance processes such as project steering groups | Advanced |
|  | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

# 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 |
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| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
|  | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | 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 |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| 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 | Adept |