

Role Description

Executive Director, Infrastructure Planning

Agency	NSW Department of Education
Division/Branch/Unit	SINSW/Infrastructure Planning
Location	George St, Sydney
Classification/Grade/Band	Public Service Senior Executive Band 2
Senior Executive Work Level Standards:	Work Contribution Stream: Service/Operational Delivery www.psc.nsw.gov.au
Type of Employment	Ongoing
Child Related Role	Yes
Role Number	
ANZSCO Code	111211
PCAT Code	3311192
Date of Approval	18 December 2019
Agency Website	education.nsw.gov.au schoolinfrastructure.nsw.gov.au

Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

School Infrastructure NSW (SINSW) is delivering new school buildings, major upgrades and maintenance strategies to ensure every school-aged child has access to high quality education facilities at their local public school. This encompasses the largest investment in public education infrastructure in the history of NSW.

Primary purpose of the role

Lead and direct the development of infrastructure planning strategies to ensure school infrastructure meets the needs of a growing population and enables future-focussed learning and teaching.

Key accountabilities

- Lead and manage the infrastructure project planning function in the development of major and minor capital works programs, including strategic projects to meet the objectives of the 15 year School Asset Strategic Plan (SASP) and the infrastructure delivery of new schools and upgrades in response to NSW government requirements.
- Ensure infrastructure project planning is driven by future-focused design principles to enable the schools of the future to be flexible and adaptable and to provide an environment for modern teaching and learning principles to be adopted.

- Drive the Capital Investment Plan (CIP) process to ensure the program of work meets the investment and infrastructure needs of the government, is appropriately guided through government approval processes, and that projects are delivered on time and within budget.
- Drive reforms to the future planning and funding of school infrastructure assets across NSW in alignment with government policy, demographic trends, changing educational pedagogies and community perceptions.
- Oversee and ensure implementation of strategic initiatives to support asset and infrastructure programs including specialist advisory services in facility engineering and operations, compliance, environmental sustainability and workplace safety.
- Direct and lead research and analysis to identify innovative and successful approaches both internationally and in Australia in environmental management and the resolution of complex infrastructure planning issues.
- Lead and direct the management of the department's property acquisition and disposal programs, including the negotiation and procurement of commercial transactions, easements and leases to deliver on required asset management strategic objectives.
- Direct and provide management expertise to achieve the objectives of the department's office accommodation portfolio including leasing premises, accommodation standards, furniture, capital works and associated maintenance.

Key challenges

- Managing competing demands and planning infrastructure projects in the most cost effective way to meet required facilities and environment considerations whilst meeting emerging demographic, community and education trends and needs in a climate of limited resources and capital allocations.
- Determining the best approaches to project planning and implementing service reform and improvement in the context of diverse and changing internal and external stakeholder needs whilst also ensuring alignment with the legislative and regulatory environment that schools must operate within.
- Ensuring quality assurance and risk management is incorporated and consistently applied across the branch in infrastructure project planning whilst aligning with the department's vision, goals and direction within budgets and timeframes.

Key relationships

Who	Why
Internal	
Chief Executive, School Infrastructure	<ul style="list-style-type: none"> • Provide expert strategic advice across a range of property and facilities management issues and services that impact on the provision of effective infrastructure and asset management services.
Executive team	<ul style="list-style-type: none"> • Collaborate to contribute and facilitate the development and delivery against objectives in response to the 15 year School Asset Strategic Plan (SASP) and the infrastructure delivery of new schools and upgrades in response to NSW government requirements.
Reporting staff	<ul style="list-style-type: none"> • Lead and provide professional guidance and development to build capability that aligns to the changes in schools planning identified in the SASP.
SINSW teams	<ul style="list-style-type: none"> • Work in close collaboration to ensure the seamless planning, scoping, and delivery of and ongoing arrangements for fit for purpose world

Who	Why
	class assets to support the strategic vision of NSW Department of Education.
Agency staff	<ul style="list-style-type: none"> Develop and maintain effective working relationships and open channels of communication across the department to consult, liaise, negotiate and or participate on programs and initiatives to contribute to the overall directorate's and business units performance.
External	
Key external stakeholders, including: <ul style="list-style-type: none"> - NSW Teachers Federation - Public Service Association - NSW Department of Premier and Cabinet - NSW Treasury - NSW Federation of Parents and Citizens Associations - NSW Secondary Principals Council - NSW Primary Principals Association - NSW Department of Planning & Environment (DPE) - Other NSW public sector departments and agencies - Community / industry stakeholders - Local government representatives <ul style="list-style-type: none"> - other state government departments 	<ul style="list-style-type: none"> Develop and maintain effective working relationships and open channels of communication to identify and facilitate opportunities to work collaboratively in consultation and engagement to achieve and influence outcomes which are beneficial to schools infrastructure planning.
Infrastructure NSW	<ul style="list-style-type: none"> Lead the relationship with Infrastructure NSW to ensure SINSW delivers with the best practice frameworks and actively engages with INSW in the ongoing development of their initiatives.

Role dimensions

Decision making

Significant level of autonomy in relation to the development and delivery of infrastructure planning strategy and programs and in making decisions on the management of the day to day operations of the function and team.

Consults with the CE and other EDs across the department to agree on a suitable course of action on sensitive and high risk matters or where a decision will make a significant change to major policy or organisational strategic direction.

Decisions involving legislative changes, delegation beyond authorised amounts or increases of funding beyond approved budget levels, are referred to the CE of School Infrastructure.

Reporting line

Chief Executive, School Infrastructure.

Direct reports

5 plus various contingent workers upon business requirements

Budget/Expenditure

Annual budget of c. \$500million - \$1billion

Supports a \$7.6 billion program across 10 years

Financial delegation of up to \$500,000.

Essential Requirements

- Tertiary qualifications in business, facilities management, property, building, or architecture and equivalent workplace experience, including proven experience in a large and complex property asset environment.
- Stakeholder management expertise and experience to navigate through government processes (including local government and community engagement) combined with strong leadership skills with the ability to drive performance in complex, politically and commercially sensitive environment.
- Current and valid Working with Children Check Clearance.
- Capacity to lead staff in implementing the department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Highly Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Highly Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> Create a climate which encourages and supports openness, persistence and genuine debate around critical issues Provide sound 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations Create a culture which 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
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff Understand 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, including whole-of-government policy directions
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long standing, organisation wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> 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 direct provision or purchase of services Understand and promote the role of sound financial management and its impact on organisational effectiveness Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts Access key subject-matter experts' knowledge to inform project plans and directions Implement effective stakeholder engagement and communications strategy for all stages of projects Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans, and minimise impacts Manage transitions between project stages and ensure that changes are consistent with organisational goals

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none">• Develop workforce plans that effectively distribute organisational resources to achieve business goals• Plan for strategic use of human resources that links to wider organisational aims and goals• Encourage others to strive for ongoing performance improvement• Align systems and processes to encourage improved performance and outcomes