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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning Industry and Environment |
| **Division/Branch/Unit** | Water  |
| **Location** | Location Negotiable |
| **Classification/Grade/Band** | SES Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Professional/Operational Delivery |
| **ANZSCO Code** | 139912 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | July 2021 |
| **Agency Website** | http://wwww.dpie.nsw.gov.au |

**Agency overview**

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Lead and coordinate the Water Group’s engagement with First Nations/Aboriginal People on water management and lead the development of an Aboriginal Water Strategy for NSW which will be co-designed with Aboriginal people and identify a program of measures to deliver on First Nations’ water rights and interests in water management.

# Key accountabilities

* Lead and coordinate engagement across the Water Group with First Nations/Aboriginal People to ensure that engagement on all water management issues is meaningful, timely, culturally appropriate and meets the needs of First Nations/Aboriginal People.
* Lead staff working on First Nations/Aboriginal engagement and policy development for improved water management outcomes, including workforce planning and cross-organisational coordination.
* Lead a project team to develop and implement an Aboriginal Water Strategy for NSW, including leading effective engagement with First Nations/Aboriginal People to co-design the strategy, and coordinating across different areas of the Department including the Water Group and Environment, Energy and Science Group.
* Form strategic and effective partnerships with peak First Nations/Aboriginal groups including peak organisations, native title holders and claimants to enable effective development of policy, program and legislative/regulatory options that will improve water management outcomes for Aboriginal people.
* Coordinate across the DPIE Cluster to contribute to delivery of the *Our Place on Country* Aboriginal Outcomes Strategy and embed these outcomes within the Water Group.
* Lead DPIE Water's involvement in developing and implementing the inland waters target under the Closing the Gap National Agreement.
* Lead Water Group staff contributing to Native Title negotiations and embedding Native Title considerations into future acts relevant to water planning and policy.
* Provide expert, timely and strategic advice to the Deputy Secretary, Chief Strategy Officer and Minister's Office, including informed briefing notes, submissions and reports to support the improvement of water management outcomes for First Nations/Aboriginal People.
* Lead projects to achieve quality and reliable results through effective planning, delivery, the allocation of resources, and monitoring and management of budget and milestones.
* Establish strategies and initiatives to build the capacity of staff within Water Group to engage with First Nations/Aboriginal People on water management issues in a culturally appropriate way.
* Represent DPIE at relevant DPIE cluster, inter-agency and interjurisdictional forums.

Key challenges

* Balancing political drivers and imperatives with the diverse views and demands of stakeholders, and legislative and resource constraints, to produce effective and efficient processes to support the development and implementation of an Aboriginal Water Strategy.
* Making recommendations on policy and legislation whilst displaying a strong understanding of government processes and the political context.
* Coordinating a complex program of engagement across the Water Group on sensitive issues with varying timeframes and drivers.

Key relationships

| Who |  Why |
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| **Internal** |  |
| Deputy Secretary – Water, Chief Strategy Officer and CEO Water Infrastructure NSW | * Working collaboratively and actively with the Water Group leadership team and ensuring evidence-based and timely advice on policy, programs and legislation.
* Provide financial and business performance advice on programs managed within the unit.
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| Water Group | * Contributes to business and cultural leadership within the Water Group Senior Leadership Team.
* Coordinates and aligns engagement with First Nations/Aboriginal People across Water Group.
* Clarifies and advises on specific and technical business unit issues.
* Exchanges information on new opportunities and provides guidance on capitalising on them.
* Solves problems and captures strategic opportunities.
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| DPIE cluster agencies | * Develop senior stakeholder support within other agencies.
* Develop productive collaborative working relationships and coordinated engagement where possible with key agency partners working on land and water management issues.
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| Work Team | * Lead and manage significant strategic Water strategy related projects effectively and efficiently.
* Inspire, coach, motivate, provide direction and manage the performance of the allocated team members.
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| **External** |  |

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| Other jurisdictions, including Murray Darling Basin Authority | * Represent Water Group and NSW Aboriginal water-related outcomes, to promote, support and coordinate activities.
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| NSW Aboriginal Land Council, Local Aboriginal Land Councils, NTSCORP LTD, Native Title Prescribed Bodies Corporate, Northern Basin Aboriginal Nations (NBAN), Murray Lower Darling Rivers Indigenous Nations (MLDRIN), Local councils, and other stakeholders | * Maintain networks and partnerships; present and test policy proposals; build ownership and capacity; and better understand different perspectives on critical issues.
* Responds to and provides advice on water management issues across the State.
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# Role dimensions

## Decision making

* The role operates with a high level of autonomy to develop and deliver programs, strategies and policies, and manage relationships with external stakeholders.
* Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
* Refers to Chief Strategy Officer those decisions that involve a significant change to government policy and legislation, or which require a higher delegation or approval.

## Reporting line

Chief Strategy Officer

## Direct reports

Up to 5 direct reports - TBA

## Budget/Expenditure

TBA

**Essential requirements**

* This role is open to Australian Aboriginal and Torres Strait Islander applicants only.

The Department of Planning Industry and Environment considers that being an Australian Aboriginal or a Torres Strait Islander is a genuine occupational qualification for this role in accordance with Sections 14 and 21 of the *Anti-Discrimination Act 1977* and under Clause 26 of the Government Sector Employment (General) Rules 2014.

# 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 | Create a culture that encourages and supports openness, persistence and genuine debate around critical issuesProvide clear exposition and argument for agreed positions while remaining open to valid suggestions for changeRaise critical issues and make tough decisionsRespond to significant, complex and novel challenges with a high level of resilience and persistenceConsistently 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 | 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 |
|  | **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 | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sectorPublicly celebrate the successful outcomes of collaborationSeek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictionsIdentify and overcome barriers to collaboration with internal and external stakeholders | Highly 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 | Design and develop systems to establish and measure accountabilitiesEnsure accountabilities are exercised in line with government and business goalsExercise due diligence to ensure work health and safety risks are addressedOversee quality assurance practicesModel the highest standards of financial probity, demonstrating respect for public monies and other resourcesMonitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworksIncorporate sound risk management principles and strategies into business planning | Advanced |
|  | **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 | Refine roles and responsibilities over time to achieve better business outcomesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningPrioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisationImplement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
|  | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | Support teams in developing new ways of working and generating innovative ideas to approach challengesActively promote change processes to staff and participate in communicating change initiatives across the organisationProvide guidance, coaching and direction to others who are managing uncertainty and changeEngage staff in change processes and provide clear guidance, coaching and supportIdentify cultural barriers to change and implement strategies to address these | Adept |
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# 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 | Advanced |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Highly Advanced |
|  | 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 | Advanced |
|  | 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 | Advanced |
|  | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| 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 |
|  | 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 |