

ROLE DESCRIPTION

Regional Tourism Development Manager

Division: Regional Development

Location: Sydney, Australia

Grade Equivalent: 9/10

Kind of Employment: Ongoing

ANZSCO Code:

Date of Approval: February 2017

Agency Website: <http://www.destinationnsw.com.au>



1. OVERVIEW

Destination NSW is a Public Service Executive agency with responsibility for devising and implementing strategies to grow the visitor economy. Our particular focus is on driving tourism and acquiring and developing major sporting and cultural events for Sydney and Regional NSW. In addition, Destination NSW is the major investor in Business Events Sydney with the aim to secure more international conventions, incentive travel reward programs, corporate events and exhibitions for Sydney and Regional NSW.

Destination NSW is headquartered in Sydney, with offices and representatives in Singapore, Hong Kong, Shanghai, Beijing, Chengdu, Guangzhou, London, Germany, Los Angeles, Auckland, Tokyo, Mumbai and Seoul. See <http://www.destinationnsw.com.au> for further details.

VISION

To make Sydney and NSW one of the world's most successful tourism and events destinations.

MISSION

To double overnight visitor expenditure by 2020 and maximise the benefits of the visitor economy for NSW.

CORPORATE GOALS

- Position Sydney and New South Wales as Australia's premier tourism and major events destinations
- Attract and secure high value Major Events
- Maximise yield and dispersal from the Visitor Economy
- Build a sustainable Events Calendar for NSW
- Create and sustain a high performance organisation

STRATEGIC OBJECTIVES

1. Achieve visitor economy 2020 targets and implement the Visitor Economy Action Plan
2. Position Sydney & NSW as Australia's premier tourism and events destination
3. Develop the strongest and most compelling events calendar in Australia
4. Ensure strong industry, stakeholder and customer engagement
5. Deliver value in our partnership/co-op programs
6. Attract and retain the best staff and build staff capacity and capabilities.

2. PRIMARY PURPOSE OF ROLE

- The Regional Tourism Development Manager is the Destination NSW 'expert' for the designated/assigned Destination Network region.
- The role is responsible for managing Destination NSW efforts in relation to the development and delivery of a range of programs to assist regional stakeholders, particularly the designated Destination Network. Specifically, the role requires:
 - Input into the development, implementation and evaluation of applications to the Regional Tourism Fund (or its equivalent), where applicable.
 - A thorough understanding of the Destination Network region in areas such as visitation and visitor expenditure; key products, experiences and destinations; stakeholder issues and opportunities.
 - Developing and maintaining positive relationships with key stakeholders to advance the interests of the Destination Network and its stakeholders.
 - Providing information to the NSW tourism industry and other relevant stakeholders on Destination NSW partnership programs while also providing feedback and market intelligence relevant to the Destination Network, to inform marketing activities and communication development within Destination NSW.

3. KEY ACCOUNTABILITIES

| KEY RESULT AREA | % | RESPONSIBILITY | Role Specific KPI's |
|-----------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship management | 40% | <ul style="list-style-type: none"> ▪ Develop, implement and manage a Stakeholder communications plan which helps establish, develop and maintain strong relationships with the designated Destination Network and with key visitor economy and investment partners. ▪ Manage and build productive and positive relationships with all relevant Destination NSW business units and senior management to ensure appropriate strategies and plans are developed, implemented and reviewed. ▪ Manage, evaluate and document any issues in relation to internal and external stakeholders within the region. | <ul style="list-style-type: none"> ▪ Positive feedback from Destination NSW, visitor economy and investment partners. ▪ Time spent in region and contact with Destination Network and regional industry and cooperate on regional matters. ▪ Response and resolution timeframe. ▪ Contacts database updated and maintained. |
| DNSW Program Information and Assistance | 30% | <ul style="list-style-type: none"> ▪ Advise and implement relevant recommendations outlined in the Visitor Economy Industry Action Plan (VEIAP). ▪ Provide information to the NSW tourism industry and other relevant stakeholders on Destination NSW programs while also providing feedback and market intelligence to inform marketing activities and communication development within Destination NSW. ▪ Proactively keep up-to-date with issues and opportunities that may impact the visitor economy or recommendations made in the VEIAP. ▪ Advise Destination NSW regional industry regarding funding applications. ▪ Provide Destination Management Planning advice. | <ul style="list-style-type: none"> ▪ Status/progress of relevant VEIAP recommendations. ▪ Identification and documentation of issues/opportunities including response and resolution time frame. ▪ Volume of regional product/experiences listed on NSW Connect and quality of information listed. ▪ Increase level of investment and participation in Destination NSW activities including marketing, workshops and seminars. ▪ Level of project collaboration/partnership between zone and regional stakeholders. ▪ Improve number of product listings on Get Connected. |

| KEY RESULT AREA | % | RESPONSIBILITY | Role Specific KPI's |
|-----------------------------------------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <ul style="list-style-type: none"> Identify, review and examine common issues and opportunities amongst the Destination Network's Destination Management Plans to inform Destination NSW planning and strategy. Review, analyse and provide recommendation on a range of strategic issues including marketing, event and product development. Manage annual product audits with relevant internal and external stakeholders. Liaise, plan and review with industry on the NSW Connect and Get Connected program. Supply and promote Destination NSW research, insights, marketing and partnership opportunities to relevant stakeholders. Assist with the development of destination marketing strategies and cooperative marketing opportunities in conjunction with the General Manager, Regional NSW. Encourage industry to participate in development and capacity building activities such as workshops and seminars. | <ul style="list-style-type: none"> Ensure Destination Networks are kept apprised of relevant opportunities |
| Administrative and Operational Management (including reporting) | 25% | <ul style="list-style-type: none"> Contribute improved effectiveness of the new regional tourism entities and the growth of regional tourism, including input into the development of a State-wide Destination Management Plan, and Destination Network DMP's. Develop and/or contribute to succinct, timely, informative and accurate briefings, papers and corporate reporting requirement. Update and ensure CRM system accurately reflects internal & external customers with whom the position engages. Be proactive in suggesting areas for improvement in internal processes along with possible solutions. Ensure tasks undertaken adhere to all policies and procedures, including Occupation Health & Safety operational plan requirements. Ensure all physical and electronic business records are stored and maintained in recordkeeping system as mandated by NSW Government. | <ul style="list-style-type: none"> All internal and external reports accurate and delivered to deadline. Nil audit or compliance issues. Adhere to all Destination NSW Policies and Procedures. Appropriate storage of all files and documentation maintained. All Half-Year and Yearly Performance reviews completed, reviewed and discussed with General Manager, Regional Development; including training needs, areas for development, potential career opportunities and motivation; by January 31st and June 30th. All Performance issues addressed in a timely fashion and documented as required. |
| Team work and collaboration | 5% | <ul style="list-style-type: none"> Foster a collaborative team spirit focused on service delivery to both internal and external clients. Proactively keep up to date with issues that may impact the Visitor Economy and actively participate as team member across | <ul style="list-style-type: none"> All issues regarding team work addressed in a timely fashion and documented as required. Attendance and participation at industry functions/events i.e., key note speaker, panel member, presenter |

| KEY RESULT AREA | % | RESPONSIBILITY | Role Specific KPI's |
|-----------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| | | <p>Destination NSW, contributing to and undertaking special projects and activities, as required.</p> <ul style="list-style-type: none"> ▪ Represent Destination NSW at industry, Government and public forums and on working parties and committees. ▪ Promote teamwork and achievement of common purpose by encouraging all Destination NSW colleagues to share information and ideas. ▪ Undertake other duties as directed by the General Manager, Regional NSW. | |

4. KEY CHALLENGES

- Managing expectations of strategic partners and ensuring all activities fit within Destination NSW organisational objectives, e.g. earning the confidence of key stakeholders in regional organisations and being able to work with many different individuals and diverse organisations to pool ideas and talents.
- Identifying and managing the varying interests and agendas of stakeholders and obtaining their co-operation in working together to achieve common goals.
- Being able to analyse complex issues and prioritise and manage multiple tasks/demands set by senior management and regional stakeholders.
- Working with very tight decision-making deadlines.
- Identifying key issues and resolving potential conflicts at an early stage.

5. KEY RELATIONSHIPS

- **REPORTS TO**
 - General Manager, Regional NSW Division
- **DIRECT REPORT/S:**
 - Nil.
- **INTERNAL**
 - Wider Regional Development team.
 - Other relevant business units and colleagues within Destination NSW.
- **EXTERNAL**
 - Primary relationship with the designated Destination Network.
 - Act as a conduit between Destination NSW and a range of regional stakeholders, such as, Local Government, local tourist associations, other State Government agencies, Federal Government agencies, tourism operators and industry associations.

6. ROLE DIMENSIONS

DIRECT REPORTS: Nil

7. DECISION MAKING AUTHORITY

DELEGATIONS

Financial: Nil.

INDIVIDUAL DECISION MAKING

- Analyses market data and makes recommendations on the future direction of strategic partnerships, marketing activities and regional zone opportunities.
- Determines the priority of tasks and schedules within the general framework and timeframe determined by the General Manager, Regional Development.
- Develops and manages a critical path for individual projects, determines scope of Destination NSW's involvement in a program/project and is ultimately responsible for appropriate reporting.
- Identifies issues and makes recommendations on the use of resources and funding to build and maintain partnerships.
- Day-to-day management and decision-making responsibility for tasks and program/project teams under his or her control.
- Provides advice, co-ordinates projects and teams and provides guidance on operational.
- Destination NSW representative for matters under his/her control.
- Provides advice, coordinates projects and teams and provides guidance on operational aspects of work and monitors work outputs.

IN CONSULTATION DECISION MAKING

- Contributes towards business plans in line with the strategic objectives of Destination NSW and under the direction of the General Manager, Regional Development
- Works with the General Manager, Regional NSW to make judgements and prepare recommendations as to how programs/projects may be best managed within Destination NSW, often with the involvement of other Government agencies and industry stakeholders.

8. ESSENTIAL REQUIREMENTS

QUALIFICATIONS

- Tertiary qualification in a relevant field such as marketing, tourism or business.

EXPERIENCE

- Strong tourism credentials with a focus on regional tourism and an understanding of global tourism issues.
- Demonstrated track record in tourism stakeholder management, destination development and planning.
- Excellent presentation and facilitation skills and experience in addressing conferences, workshops, committees and industry groups.
- Demonstrated proactive approach to establishing and maintaining positive relationships with internal and external stakeholders.

SKILLS AND COMPETENCIES

- An ability to use mature judgement and diplomacy in politically sensitive situations.

- Project management skills.
- Demonstrated administrative and budget management expertise.
- Excellent interpersonal skills to facilitate productive communication with other business units within Destination NSW.
- Negotiation and persuasion skills to develop win/win outcomes and to develop a unified approach among diverse range of stakeholders who may have conflicting interests and agendas.
- Planning, organisational and analytical skills for business planning, strategy development and preparing business cases of a commercial calibre.
- Excellent written and oral communication skills and experience in dealing with senior representatives of both Government and private sector organisations.



OTHERS

- Current Driver's licence.
- Ability and willingness to undertake extensive travel in Regional NSW.



9. 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.

Below is the summary 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 | Intermediate |
| | Act with Integrity | Adept |
| | Manage Self | Adept |
| | Value Diversity | Intermediate |
|  Relationships | Communicate Effectively | Adept |
| | Commit to Customer Service | Adept |
| | Work Collaboratively | Adept |
| | Influence and Negotiate | Adept |

NSW Public Sector Capability Framework

| Capability Group | Capability Name | Level |
|-----------------------------------------------------------------------------------|-------------------------------------|-----------------|
|  | Deliver Results | Advanced |
| | Plan and Prioritise | Intermediate |
| | Think and Solve Problems | Adept |
| | Demonstrate Accountability | Adept |
|  | Finance | Adept |
| | Technology | Intermediate |
| | Procurement and Contract Management | Intermediate |
| | Project Management | Adept |

Focus Capabilities- The focus capabilities for the role are those in which new occupant/s of the role must demonstrate immediate competence.

| NSW PUBLIC SECTOR CAPABILITY FRAMEWORK | | |
|----------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CAPABILITY GROUP AND NAME | LEVEL | BEHAVIOURAL INDICATORS |
| Personal Attributes Act with Integrity | Adept | <ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour |
| Relationships Commit to Customer Service | Adept | <ul style="list-style-type: none"> • Take responsibility for delivering high quality customer-focused services. • Understand customer perspectives and ensure responsiveness to their needs. • Identify customer service needs and implement solutions. • Find opportunities to co-operate with internal and external parties to improve outcomes for customers. • Maintain relationships with key customers in area of expertise. • Connect and collaborate with relevant stakeholders within the community. |
| Relationships Work Collaboratively | Adept | <ul style="list-style-type: none"> • Encourage a culture of recognising the value of collaboration. • Build co-operation and overcome barriers to information sharing and communication across teams/units. • Share lessons learned across teams/units. • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work. |
| Relationships | Adept | <ul style="list-style-type: none"> • Negotiate from an informed and credible position. |

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|------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Influence and Negotiate | | <ul style="list-style-type: none"> • Lead and facilitate productive discussions with staff and stakeholders. • Encourage others to talk, share and debate ideas to achieve a consensus. • Recognise and explain the need for compromise. • Influence others with a fair and considered approach and sound arguments. • Show sensitivity and understanding in resolving conflicts and differences. • Manage challenging relations with internal and external stakeholders. • Pre-empt and minimise conflict. |
| Results Deliver Results | Advanced | <ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others. • 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 output of business unit to ensure government outcomes are achieved within budget. • Progress organisational priorities and ensure effective acquisition and use of resources. • Seek and apply the expertise of key individuals to achieve organisational outcomes. |
| Results Think and Solve Problems | Adept | <ul style="list-style-type: none"> • Research and analyse information, identify interrelationships and make recommendations based on relevant evidence. • Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options. • Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness. • Identify and share business process improvements to enhance effectiveness. |
| Results Demonstrate Accountability | Adept | <ul style="list-style-type: none"> • Assess work outcomes and identify and share learnings to inform future actions. • Ensure that actions of self and others are focused on achieving organisational outcomes. • Exercise delegations responsibly. • Understand and apply high standards of financial probity with public monies and other resources. • Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others. • Conduct and report on quality control audits. • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks. |
| Business Enablers Project Management | Adept | <ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms. • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements. • Prepare accurate estimates of costs and resources required for more complex projects. • Communicate the project strategy and its expected benefits to others. • Monitor the completion of project milestones against goals and initiate amendments where necessary. • Evaluate progress and identify improvements to inform future projects. |