

# Role Description

## Chair, Local Land Services Board



Local Land  
Services

Cluster	Regional NSW
Agency	Local Land Services
Division/Branch/Unit	Local Land Services
Role number	50043304
Classification/Grade/Band	Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	11111
PCAT Code	3119192
Date of Approval	April 2021
Agency Website	<a href="http://www.lls.nsw.gov.au">http://www.lls.nsw.gov.au</a>

### Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department has responsibility for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Local Land Services (LLS) is an Executive Agency related to the cluster. 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 (SCS).

### Primary purpose of the role

Drive the strategic direction of LLS by Chairing the LLS Board, providing strategic guidance to local boards and providing strategic advice to the Minister on the strategic direction of LLS, and facilitating decision making. The role leads LLS partnering with local communities and promotes the support of LLS objectives in accordance with government policy, strategy and statutory requirements.

### Key accountabilities

- Chair the LLS Board, providing strategic leadership, ensuring that effective governance and management frameworks are in place to facilitate transparency in decision making, including a Charter and procedures for the LLS Board and guidance to local boards.

- Set the strategic direction for LLS including the establishment of key strategies, result areas and performance indicators to ensure a consistent delivery of local services that meet the needs of customers, stakeholders and investors.
- Lead the strategic delivery of LLS Strategic Plans through local boards including by fostering cross boundary cooperation, identifying opportunities for collaboration and ensuring the effective application of LLS resources across NSW.
- Develop and maintain networks and promote the profile and brand of LLS to optimise the potential value of existing and new relationships and resources within regional communities; by bringing together key stakeholders to shape the delivery of solutions and services appropriate for rural and regional communities.
- Develop constructive partnerships with relevant NSW government and cross-jurisdictional agencies.

## Key challenges

- Lead and provide a cohesive strategic direction for a geographically dispersed single organisation consisting of regional boards, balancing a complex set of relationships and ensure the provision of innovative customer and community services to rural and regional areas.
- Lead a proactive and innovative approach to stakeholder engagement and leading the development of partnerships, and negotiations with, landholder organisations and industry groups which are critical for the sustained operation of LLS.

## Key relationships

Who	Why
<b>Ministerial</b>	
Minister and Minister's Office	<ul style="list-style-type: none"> <li>• Inform the Minister and the Minister's Office on the progress in the delivery of LLS strategies, policies and issues, providing advice and information regarding the operation and oversight of the Board.</li> </ul>
<b>Internal</b>	
LLS Board (Chairs of Local Boards)	<ul style="list-style-type: none"> <li>• Initiate and communicate high level priorities for the LLS to achieve Government priorities.</li> <li>• Ensure the development and implementation of strategic directions and goals for LLS, and foster cross-boundary co-operation between Regions and identify opportunities for collaboration and joint activities.</li> </ul>
Chief Executive Officer	<ul style="list-style-type: none"> <li>• Promote a strong organisation culture which builds effective and productive partnerships that support LLS objectives and government strategies, policy and statutory requirements.</li> </ul>
<b>External</b>	
Industry Leaders/Stakeholders/ Government agencies	<ul style="list-style-type: none"> <li>• Establish and maintain strategic partnerships and networks with key Government stakeholders to ensure the successful delivery of whole-of-Government initiatives and delivery of LLS services across rural and regional areas.</li> </ul>

## Role dimensions

### Decision making

- Lead the LLS Board, advise regional boards and provide guidance and insight to guide decision making.
- Oversight strategy and policy development to ensure alignment with LLS Board and legislative requirements and provide a cohesive strategic direction.

### Reporting line

Minister

### Direct reports

Nil. Works with the CEO to ensure LLS meets its strategic and regulatory goals.

### Budget/Expenditure

General financial delegation up to \$5 million.

## Essential requirements

- Proven capability as a leader or Board chair of a complex large or state-wide organisation, preferably governed by a Board.
- Ability to operate convincingly as the NSW government interface with local board managed organisations.
- Thorough knowledge of relevant legislation governing public sector agencies and their operation and governance.

## 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
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Create a culture that encourages and supports openness, persistence and genuine debate around critical issues</li> <li>• Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change</li> <li>• Raise critical issues and make tough decisions</li> <li>• Respond to significant, complex and novel challenges with a high level of resilience and persistence</li> <li>• Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations</li> </ul>	Highly Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 <b>Relationships</b>	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced
	<b>Influence and Negotiate</b>		Highly Advanced

Gain consensus and commitment from others, and resolve issues and conflicts

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution



Results

### **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

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of 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 own and others' health and safety
- Conduct and report on quality control audits
- Identify 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 interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

## 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	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
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept

 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Highly Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept