

Role Description

Development Director



Planning,
Industry &
Environment

Cluster	Department of Planning, Industry and Environment
Agency	NSW Land and Housing Corporation
Division/Branch/Unit	Projects Division
Location	Parramatta
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	To be confirmed
ANZSCO Code	To be confirmed
PCAT Code	To be confirmed
Date of Approval	November 2019
Agency Website	www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

Future Directions for Social Housing in NSW (Future Directions) sets out the Government's vision to transform the social housing system, with LAHC playing a critical role through the Communities Plus program which is delivering 23,000 social housing dwellings, 500 affordable housing and 40,000 private housing dwellings over 10 years.

Projects Division is responsible for planning and delivering assets projects in selected precincts to support the achievement of LAHC and FACS business objectives.

Primary purpose of the role

The role contributes quantitatively and qualitatively to LAHC's current and future results. Reporting to the Executive Director Projects, the primary purpose of this role is to lead the delivery of part of the new supply program. The role will provide commercial advice and oversee the development of new properties that will be delivered through the Projects Division or in partnership with the private and non-government sectors. Critical to the success of this role is identifying and building relationships with targeted community, public and private stakeholders to forge, secure and deliver the new supply program. Strategic planning establishing strategy, activity, timelines, budget, compliance parameters and risk management are key to achieving objectives and also underpin effective management, mentoring and leadership of a diverse team.

Key accountabilities

- Deliver a diverse range of new supply programs ensuring they are delivered on time and budget whilst delivering program outcomes for FACS and LAHC.
- Drive program outcomes through engagement with internal staff and through procurement with the private and non-government sectors.
- Provide authoritative advice and strategic input for redevelopment and driving the end to end program output as required by the Executive Director and Deputy Secretary.
- Develop, implement, monitor and report on designated program(s) feasibility and cost/benefit evaluations including risk analysis, and deliver on predetermined political, economic and social returns for FACS and LAHC.
- Identify and collaborate in developing innovative and new ways LAHC can deliver its asset programs.
- Identify and forge relationships with a wide spectrum of internal and external stakeholders including government, industry partners, external consultants, third party providers, and community representatives to provide expert advice and contemporary market knowledge and practice.
- Lead, develop and manage highly technical, combined internal and external, diverse project development teams delivering a large number of projects.
- Deliver on operational performance and financial objectives of the program, considering business risk and compliance, accounting and finance, people management and development and business administration factors.

Key challenges

- Delivering a complex and diverse range of new supply programs to meet portfolio targets with multiple internal and external stakeholders and within political, social and economic constraints.
- Prioritising and delivering a large and diverse range of projects and programs across a large geographical region that effectively manages risk and delivery results that meet predetermined client, economic and social returns for FACS and LAHC
- Identifying and managing risks, benefits and priorities to position LAHC to deliver optimal initiative and program outcomes, within policy and compliance parameters.

Key relationships

Who	Why
Internal	
Deputy Secretary, Executive Director Projects	<ul style="list-style-type: none">• Receive broad guidance, professional support, provide expert advice and exchange information
Executive Director Projects	<ul style="list-style-type: none">• Receive broad guidance, professional support and provide expert advice and exchange information
Directors	<ul style="list-style-type: none">• Works closely to plan, coordinate and address work projects, develop policies and strategies and deliver the requirements of corporate and strategic plans
Direct reports	<ul style="list-style-type: none">• Provide project management, leadership, facilitate ongoing professional development and exchange information
LAHC colleagues across functions	<ul style="list-style-type: none">• To provide advice and exchange information.

Who	Why
External	
Existing and potential community, public and private stakeholders, including politicians, lobby groups, existing and potential portfolio partners, technical experts and suppliers	<ul style="list-style-type: none"> To foster the relationship and determine synergies and partnership opportunities, seek and provide technical advice and guidance, negotiate and lead to deliver expected results.

Role dimensions

Decision making

The Development Director is accountable for the quality, accuracy and integrity of the content of advice provided and for the delivery of assigned projects for self and team on time and at or below allocated budgets.

Reporting line

Reporting line: Executive Director Projects

Direct reports: 7 FTE

Indirect reports: 5-6 FTE

Budget/Expenditure:

\$100 million p.a. and Delegation of \$5 million.

Essential requirements

- Tertiary qualifications in construction management, property development or relevant business discipline.
- Thorough knowledge and understanding of the machinery of government, the policy process and the relevant statutory requirements that underpin LAHC's operations
- Thorough knowledge and understanding of private sector property and construction development processes
- Extensive project management skills and experience

WHS Obligations

LAHC People Leaders are expected to:

- Provide a safe and healthy workplace for staff, visitors, contractors and tenants.
- Proactively manage work health and safety risks and carry out risk assessments to eliminate or control workplace hazards.
- Provide resources to implement controls to eliminate risks in your area of control.
- Ensure WHS hazards, incidents, injuries and near misses are investigated in a timely manner and appropriate controls implemented.
- Promote WHS awareness and ensure WHS training is undertaken by employees.
- Consult with WHS representatives on WHS issues.

Travel

The role may involve travel both locally and regionally, including overnight travel, as required by the business and/or directed.

Important Information

All Departmental employees are required to comply with policies and guidelines for employment equity and diversity, ethical and fair workplace practices, work health and safety and, code of conduct to ensure professionalism in the workplace.

Appointments to the Department are subject to reference checks. Some positions may also be subject to a criminal record check and a working with children check.

Please visit the Department's website for further important information about the Department.





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

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 Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • 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 negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt 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	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
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 Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
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