

Role Description

Program Director



Planning,
Industry &
Environment

Cluster	Communities
Agency	NSW Land and Housing Corporation
Division/Branch/Unit	Communities Plus Division
Location	Strawberry Hills
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	TBA
ANZSCO Code	111211
PCAT Code	1119192
Date of Approval	January 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.

Communities Plus Division's purpose is to identify, plan and deliver large scale community renewal and new development projects in selected precincts and estates. This is done in cooperative partnership with private and not for profit sector parties and other LAHC divisions. This will primarily be achieved through the Communities Plus Program, which is a \$22 billion social housing building program that will renew the social housing portfolio over 10 years. The program plans to deliver to 23,000 new and replacement social housing dwellings. The Program draws upon the expertise and capacity of the private and not-for-profit sectors to deliver sustainable integrated communities with a mix of private, social and affordable housing.

Primary purpose of the role

The role contributes quantitatively and qualitatively to LAHC's current and future results. Reporting to the Executive Director Communities Plus, the primary purpose of this role is to lead the delivery of a suite of diverse urban transformation projects (approx. \$7.3bn) within a broader suite of programs across LAHC. In partnership with LAHC's Divisions who are developing a pipeline of new projects, this role requires significant and professional development expertise and is responsible for project identification, financial and economic



justification, planning, development and financial control of projects. Critical to the success of this role is identifying, building and maintaining relationships with targeted community, public and private stakeholders to forge, secure, manage and deliver partnership opportunities. Project 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 large and diverse team of specialists.

Key accountabilities

- Responsible for managing and leading the project development lifecycle on a large number of strategic and operational development initiatives from pre-feasibility stage to completion;
- Provide authoritative, specialist advice and strategic input in identifying sites for numerous major redevelopments and driving the end to end approval process for the programs, leading the investigation, analysis and procurement as required by the Executive Director and Chief Executive;
- Design, 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 DCJ and LAHC;
- Identify, forge and maintain 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, exchange information, and to identify and secure partnership opportunities;
- Lead, develop and manage highly technical, combined internal and external, diverse and specialized project development teams delivering multiple medium to large scale major projects;
- Deliver on operational performance and financial objectives of multiple complex programs, identifying and mitigating financial and reputational risk, considering compliance, accounting and finance, people management and development and business administration factors;
- Perform and act in the role of Executive Director, Communities Plus as required;
- Responsible for supporting the ED Communities Plus in maintaining productive relationships with the Minister, and ministerial advisors to ensure delivery of Communities Plus and alignment to the Future Direction Strategy;.
- Representing the government on Project Control Groups with the Private Sector and consulting to have a presence as a specialist on tender evaluation panels.

Key challenges

- Identifying strategic opportunities for consideration of inclusion in LAHC's program of works;
- Leading large scale renewal programs within a complex political, economic and social landscape;
- Operate and provide continual professional expertise in re-evaluating programs, and adapt in a constantly changing environment in which events cannot be fully anticipated;
- Identifying and managing risks, benefits and priorities to position LAHC to deliver optimal initiative and program outcomes, within policy and compliance parameters. This is completed through the application of advanced technical judgement and understanding, along with a high degree of innovation and problem solving skills to find appropriate sound solutions.

Key relationships

Who	Why
Internal	
Executive Director Communities Plus	<ul style="list-style-type: none"> • Receive broad guidance, professional support, provide expert advice and exchange information. • To sustain the capability to act in the role of ED during leave absences.
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.
Chief Executive, NSW Land and Housing Corporation	<ul style="list-style-type: none"> • Support ED to provide expert strategic advice to inform social housing policy and determine and deliver large scale programs. Actively contribute to LAHC strategic planning, policy formulation, and LAHC business decision.
LAHC Executive	<ul style="list-style-type: none"> • Support ED to proactively contribute to LAHC's direction setting, business planning and strategic initiatives; providing advice and input to the Chief Executive and LAHC Executive to ensure business decisions are informed, relevant and consistent with strategic objectives.
Communities Plus Division LAHC	<ul style="list-style-type: none"> • Lead and manage Communities Plus Division operations, budget and staff to ensure deliverables meet quality and time expectations, and are aligned with business objectives.
External	
Government department stakeholders, including Department of Planning, Industry and Environment, Infrastructure NSW and others as required	<ul style="list-style-type: none"> • Represent LAHC's interests, provide expert advice, influence decision making, build collaborative strategic alliances and partnerships to identify opportunities and facilitate innovation.
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. • Provide expert advice, share information, negotiate on behalf of LAHC and build collaborative and strategic alliances and partnerships.

Role dimensions

Decision making

The Program Director is accountable for the high quality, accuracy and integrity of the content of specialist advice provided and for the delivery of the multiple assigned projects for themselves and their team on time and at or below allocated budgets. The Program Director role offers a more experienced and senior leadership candidate to deal with more complex and large scale redevelopment projects, than compared to the Development Director role.

The Program Director, as part of the Communities Plus Executive Team, will be responsible for supporting the Executive Director in managing and leading the strategic direction and roll out of the diverse large scale \$22b (approx. \$7.3b per Program Director) Communities Plus Programs.

The Program Director will also lead the operations of multiple Communities plus Programs including, determining priorities, and exercising discretion in driving work activities and providing direction on key project decisions to Senior Development Managers, Development Managers and other staff as required.

The Program Director will support the ED in developing and implementing policies and practices and contribute to a broad range of issues outside the normal confines of the role.

Reporting

Reporting line: Executive Director Communities Plus

Direct reports: Up to 15 FTE

Budget/Expenditure: \$90m p.a.

Essential requirements

- Tertiary qualifications in construction management, property development or relevant business discipline.
- Comprehensive knowledge and understanding of the machinery of government, the policy process and the relevant statutory requirements that underpin LAHC's operations
- Specialist knowledge and expertise in understanding private sector and public sector property and construction development processes (including end to end project lifecycle)
- Extensive project management skills and property development experience across significant and diverse development programs

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	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Highly 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	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 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	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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 • 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • 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 • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
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