

# Role Description

## Manager Healthy Landscapes



Local Land  
Services

Cluster	Industry
Agency	Local Land Services
Division/Branch/Unit	Hunter LLS
Location	Negotiable within Region
Classification/Grade/Band	Advisory and Technical Stream LLS Grade 8
ANZSCO Code	132111
PCAT Code	1119192
Date of Approval	November 2017
Agency Website	<a href="http://www.lls.nsw.gov.au">www.lls.nsw.gov.au</a>

### Agency overview

Local Land Services (LLS) was established in January 2014 to provide quality, customer focused services to landholders and the community across New South Wales. The organisation brings together the agricultural advice, biosecurity, natural resource management, emergency services and Soil Conservation Service functions previously provided by 28 organisations into a single organisation comprising around 950 staff with a budget of approximately \$225 million.

LLS provides products and services that are strongly focused on meeting local customer needs, combined with the strength of being a single organisation governed by the Local Land Services Board. Eleven local regions, Sustainable Land Management and the Soil Conservation Service are responsible for local delivery. Each local region has a local board which is responsible for the oversight of day-to-day operations and local strategic direction in line with state priorities. The regions vary in geographic and organisational size and are supported by the state operations unit.

### Primary purpose of the role

Lead teams delivering natural resource management extension and advisory, community and Landcare engagement, Aboriginal cultural heritage and aquatic agriculture advisory services. Lead the partnering with productive agriculture and other land managers to benefit their business, environment and community. Participates in state level initiatives to coordinate and improve service delivery.

### Key accountabilities

- Lead regional teams delivering natural resource management extension and advisory services to regional agricultural businesses and other land managers to enhance their potential revenue and value proposition of their business.
- Regional lead for Hunter Valley Flood Mitigation Scheme and Hunter Catchment Contributions, ensuring all legislative and reporting requirements are met.
- Ensure productive partnerships with government and industry bodies to align research, development and extension efforts with local priorities.

- Investigate and develop commercial business opportunities for the LLS region based on skills and expertise of the regional LLS teams.
- Oversee organisation responses to government reforms in areas of natural resource funding, governance and reporting requirements.
- Lead the resourcing, delivery, reporting and review of high quality integrated services across multiple locations or the Region, managing budgets and organisational resources, and undertaking risk management and business continuity planning.
- Develop and sustain effective relationships with industry stakeholders, brokering partnering and joint-venture arrangements on behalf of the Region.

## Key challenges

- Leading, developing and implementing business strategies and improvements for greater efficiency and effectiveness in the delivery of customer services in an environment of growth and change.
- Maintaining a strategic view and balancing the commercial, environmental and social objectives when negotiating with senior management and Stakeholders and identifying, minimising and managing risks with regard to business and operational processes and systems.
- Supporting development of teams who have a unified common vision and culture and are commercially focussed in the delivery of integrated services at the district and regional scale.

## Key relationships

Who	Why
<b>Internal</b>	
General Manager	<ul style="list-style-type: none"> <li>• Provides specialist advice and support in the development and implementation of business plans and improvements.</li> <li>• Delegated to act on behalf of the General Manager on matters related to the implementation of LLS operational policies, strategies and plans.</li> </ul>
Team Leaders – Natural Resource Management	<ul style="list-style-type: none"> <li>• Collaborates and provides leadership in designing improvements in integrated service delivery</li> <li>• Supports teams to deliver their technical, policy, operational and legislative reporting requirements</li> <li>• Works in collaboration with team leaders and their technical teams to develop key partnerships and secure additional investment</li> <li>• Ensures staff performance and accountability</li> </ul>
Manager Agricultural Production and Protection	<ul style="list-style-type: none"> <li>• Collaborates in designing, leading and improving integrated district based service delivery</li> </ul>
Manager, Business	<ul style="list-style-type: none"> <li>• Collaborates to provide comprehensive support and advice to team leaders in regard to business management and improvement</li> </ul>
<b>External</b>	
Other NSW government agencies, Stakeholders and Investors	<ul style="list-style-type: none"> <li>• Creates partnerships, secures funding and seeks information and provides advice on business activities and projects to address business management requirements</li> </ul>

## Role dimensions

### Decision making

In association with the General Manager, lead and manage all operational support activities, projects and non-financial reporting requirements.

## Reporting line

General Manager

## Direct reports

The role has 7 direct reports

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable Departmental delegation

## Essential requirements

- Current NSW Class C Driver Licence
- Ability and willingness to travel

## 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](http://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
 <b>Personal Attributes</b>	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Adept
	Value Diversity	Adept
 <b>Relationships</b>	Communicate Effectively	Advanced
	<b>Commit to Customer Service</b>	<b>Adept</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Adept
 <b>Results</b>	<b>Deliver Results</b>	<b>Adept</b>
	<b>Plan and Prioritise</b>	<b>Adept</b>
	Think and Solve Problems	Adept
	<b>Demonstrate Accountability</b>	<b>Adept</b>
 <b>Business Enablers</b>	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Adept</b>
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

## 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
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>Demonstrate professionalism to support a culture of integrity within the team/unit</li> <li>Set an example for others to follow and identify and explain ethical issues</li> <li>Ensure that others understand the legislation and policy framework within which they operate</li> <li>Act to prevent and report misconduct, illegal and inappropriate behaviour</li> </ul>
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering high quality customer-focused services</li> <li>Understand customer perspectives and ensure responsiveness to their needs</li> <li>Identify customer service needs and implement solutions</li> <li>Find opportunities to co-operate with internal and external parties to</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>improve outcomes for customers</li> <li>Maintain relationships with key customers in area of expertise</li> <li>Connect and collaborate with relevant stakeholders within the community</li> </ul>
		<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes</li> <li>Make sure team/unit staff understand expected goals and acknowledge success</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Demonstrate Accountability	Adept	<ul style="list-style-type: none"> <li>Assess work outcomes and identify and share learnings to inform future actions</li> <li>Ensure that actions of self and others are focused on achieving organisational outcomes</li> <li>Exercise delegations responsibly</li> <li>Understand and apply high standards of financial probity with public monies and other resources</li> <li>Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others</li> <li>Conduct and report on quality control audits</li> <li>Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</li> </ul>
<b>Results</b> Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work</li> <li>Initiate, prioritise, consult on and develop team/unit goals, strategies and plans</li> <li>Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses</li> <li>Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>Evaluate achievements and adjust future plans accordingly</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Manage and Develop People		<ul style="list-style-type: none"> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
	Adept	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>• Negotiate clear performance standards and monitor progress</li> <li>• Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>• Provide regular constructive feedback to build on strengths and achieve results</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>• Monitor and report on performance of team in line with established performance development frameworks</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Work to remove barriers to achievement of goals</li> </ul>