

# Role Description

## Principal Policy Officer

### Policy and Cabinet Coordination

Cluster	Regional NSW
Agency	Local Land Services
Division/Branch/Unit	Policy
Classification/Grade/Band	LLS Grade 8
Role Family	Policy
ANZSCO Code	132411
PCAT Code	2119192
Date of Approval	March 2024
Agency Website	<a href="http://www.lls.nsw.gov.au">http://www.lls.nsw.gov.au</a>

### Agency overview

The Department of Regional NSW (DRNSW) 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 and private native forestry.

### Primary purpose of the role

Lead the coordination of policy and legislative initiatives and advice to support the effective delivery of LLS' core functions, in collaboration with key internal and external stakeholders. The role is a trusted source of policy and legislative advice on issues relating to LLS' roles and responsibilities, and wider relevant Government policy and legislation as it relates to LLS and its functions.

### Key accountabilities

- Working under the guidance of the Associate Director, Policy and Cabinet Coordination, lead work across LLS to ensure that LLS' interests are understood and appropriately accounted for in Cabinet processes, Parliamentary inquiries, and other government policy and legislative processes.
- Lead the delivery of policy and legislative services including problem identification, evidence collation, policy development, economic and options analysis, consultation, identification of success measures and evaluation strategies, and strategic planning to develop cost-

effective, targeted, evidence-based policy.

- Contribute to the development of expert policy advice, based on sound scientific positions, to the Executive Director LLS Policy, Chief Executive Officer of LLS and Secretary of DRNSW.
- Support the maintenance systems to ensure robust comprehensive reports and documents, that withstand expert external scrutiny for all recommended policies and proposed intervention measures.
- Foster and maintain strong links within DRNSW and key state and federal government agencies, non-government organisations and the private sector.
- Manage data collection, analysis, and interpretation to inform policy, legislation and standards reforms, facilitating evidence-based analysis of issues and informed risk-based decision making.
- Lead the research, preparation and collation of submissions, Ministerial briefing papers, correspondence and documents to ensure information is current, accurate and objective.
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## Key challenges

- Managing multiple concurrent policy and legislative processes, contributing to the implementation and review of relevant systems and methodologies, and assisting the stewardship of policy and related instruments through Cabinet and Parliamentary processes.
- Effectively use a range of scientific, academic and evidence-based sources to inform legislative and policy reform, including making clear recommendations on a range of complex and/or politically sensitive alternatives.
- Undertaking relationship management within LLS and with other government agencies, and supporting negotiation of whole-of-Government positions in association with other Government agencies and stakeholders.

## Key relationships

Who	Why
<b>Internal</b>	
Associate Director, Policy and Cabinet Coordination	<ul style="list-style-type: none"> <li>• Seek direction to lead the development of objective, evidence-based advice and analysis on legislative and policy issues and the coordination of responses across the whole of Local Land Services.</li> <li>• Act as subject matter expert on policy frameworks and reform, providing strategic policy advice and recommendations to support organisational decisions and initiatives.</li> <li>• Provide advice on issues management and responses.</li> </ul>
Executive Director Policy	<ul style="list-style-type: none"> <li>• Provide objective, evidence-based advice and analysis on legislative and policy issues and the coordination of responses across the whole of Local Land Services.</li> <li>• Act as subject matter expert on policy frameworks and reform, providing strategic policy advice and recommendations to support organisational decisions and initiatives.</li> <li>• Provide advice on issues management and responses.</li> </ul>

LLS Executive Team Statewide Directors Business Partners	<ul style="list-style-type: none"> <li>• Act as subject matter expert on policy and Parliamentary processes, providing strategic policy advice and recommendations to support organisational decisions and initiatives.</li> <li>• Provide policy and legislative advice and guidance pertaining to Local Land Services' core functions, advising on emergent or contentious issues and presenting solutions.</li> <li>• Collaborating closely with regions and business units in the coordination of LLS input to Cabinet submissions, Parliamentary inquiries and other government processes.</li> </ul>
Staff and work teams	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide leadership and clear direction and build manager performance.</li> </ul>
<b>External</b>	
Regional NSW Other key stakeholders in Department of Regional NSW	<ul style="list-style-type: none"> <li>• Represent LLS in the business of government, including working closely with the Cabinet team in Regional NSW.</li> <li>• Ensure an integrated approach to corporate strategy, cross-portfolio initiatives and issues.</li> <li>• Provide policy advice and liaison to formulate advice/policy.</li> <li>• Contribute to the strategic direction of policy and associated strategic programs.</li> </ul>
Other NSW government agencies	<ul style="list-style-type: none"> <li>• Represent LLS in the business of government.</li> <li>• Participate in the coordination of a whole-of-government initiatives between key NSW government agencies.</li> <li>• Manage effective relationships and establish strategic partnerships and networks with key government agencies.</li> <li>• Mitigate risk of duplication and increased red tape.</li> </ul>
Other jurisdictions	<ul style="list-style-type: none"> <li>• Represent LLS in the business of government.</li> <li>• Represent NSW policies and interests and to promote, support and coordinate activities.</li> <li>• Negotiate harmonised operations and resource sharing between states.</li> </ul>
Industry and other stakeholders	<ul style="list-style-type: none"> <li>• Maintain networks and partnerships; present and test policy proposals; build ownership and capacity; to better understand different perspectives on critical issues</li> </ul>

## Role dimensions

### Decision making

- Leads the development of policy and legislative advice, priorities and direction on a wide range of emerging issues impacting the implementation of LLS' core functions.
- Contributes to key decisions with regard to policy and legislative processes and the provision of advice.
- Ensures all documents, reports, ministerial correspondence, policy proposals and submissions are completed within required timeframes and to a high standard.

### Reporting line

Associate Director Policy & Cabinet Coordination

## Direct reports

The role leads a team of up to 5 direct reports.

## Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable delegation.

## Essential requirements

- Tertiary qualifications in a related discipline and/or equivalent knowledge and experience with a demonstrated commitment to ongoing professional development

The role may involve travel both locally and regionally, including overnight travel as required, therefore a current NSW drivers licence is required.

## 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

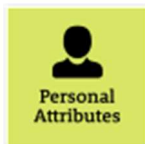
## Focus capabilities

*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>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>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li><li>• Give frank, honest advice in response to strong contrary views</li><li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li><li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li><li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li></ul>	Advanced

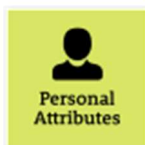


### **Act with Integrity**

Be ethical and professional, and uphold and promote the public sector values

- Represent the organisation in an honest, ethical and professional way and encourage others to do so
- Act professionally and support a culture of integrity
- Identify and explain ethical issues and set an example for others to follow
- Ensure that others are aware of and understand the legislation and policy framework within which they operate
- Act to prevent and report misconduct and illegal and inappropriate behaviour

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### **Manage Self**

Show drive and motivation, an ability to self-reflect and a commitment to learning

- Keep up to date with relevant contemporary knowledge and practices
- Look for and take advantage of opportunities to learn new skills and develop strengths
- Show commitment to achieving challenging goals
- Examine and reflect on own performance
- Seek and respond positively to constructive feedback and guidance
- Demonstrate and maintain a high level of personal motivation

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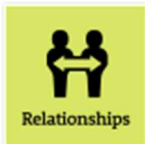


### **Communicate Effectively**

Communicate clearly, actively listen to others, and respond with understanding and respect

- Tailor communication to diverse audiences
- Clearly explain complex concepts and arguments to individuals and groups
- Create opportunities for others to be heard, listen attentively and encourage them to express their views
- Share information across teams and units to enable informed decision making
- Write fluently in plain English and in a range of styles and formats
- Use contemporary communication channels to share information, engage and interact with diverse audiences

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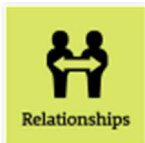
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### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

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### **Influence and Negotiate**

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

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

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### **Think and Solve Problems**

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

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### **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

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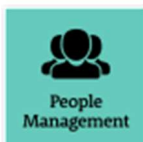


### **Project Management**

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

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### **Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks











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## 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.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate