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| **Cluster** | Planning, Industry and Environment |
| **Agency** | Department of Planning, Industry and Environment |
| **Division/Branch/Unit** | Water/ Regional Water Strategies/Metropolitan Water and Utilities |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Family** *(internal use only)* | Bespoke/Projects and Programs/Lead |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 1211192 |
| **Date of Approval** | October 2019 (updated September 2020) |
| **Agency Website** | www.dpie.nsw.gov.au |

***About the Department of Planning, Industry and Environment***

**Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.**

Primary purpose of the role

Lead the delivery of region-scale water strategies to determine the best solutions for long-term water resource resilience, including policy, planning and infrastructure solutions. The role leads water strategy research activities and projects, and liaises with government agencies, utilities, industry and community stakeholders in a highly market sensitive operating environment to inform strategy delivery consistent with the State's water reform agenda and relevant legislation.

# Key accountabilities

* Lead engagement, research and strategy projects to deliver regional water strategies, as assigned, that establish how short and long-term water needs will be met for regional towns and communities, the environment, Aboriginal communities and industry.
* Project manage the delivery of assigned strategies with a particular focus on commercial and market sensitive governance, risk and contingency management frameworks; monitoring, evaluation and continuous improvement; project impact and quality measures; and frameworks to assess progress of plans and overall effectiveness.
* Lead effective consultation with key government and regional stakeholders, managing stakeholder relationships through communication, negotiation and issues management, explaining complex problems in simple terms to ensure stakeholders are engaged effectively and appropriately.
* Work with key partners and lead stakeholder engagement to identify issues, trends and options and formulate solutions to reduce risks relating to water security, supply and demand to an acceptable level including water use efficiency, water market, planning, policy and infrastructure options that improve water resource resilience.
* Work collaboratively across DPIE Water Group and other agencies to determine changes in water demand, assess drought risks and guide regional drought contingency management.
* Lead development of business cases for investment options aligned to identified priority catchment needs.
* Develop strategy implementation plans to realise the benefits of the regional water strategies, including to ensure that regional water options and solutions are effectively considered through related Water Group work programs, such as water resource planning and water sharing plans.
* Manage staff and resources to effectively deliver the regional water strategies assigned to the role.

**Key challenges**

* Managing multiple large strategy projects with multiple components requiring the role to contribute expert advice to inform decision making regarding economic, planning, infrastructure and regional context issues of each regional water strategy
* Managing stakeholder expectations and negotiations given commercial and market sensitivities regarding strategy outcomes and deliverables
* Implementing effective governance, performance and risk management tools to evaluate and assess strategy effectiveness

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director, Regional Water Strategies | * Reporting to and supporting the Director, Regional Water Strategies. * Clarifies direction with the Director, implements that direction and reports on progress back to the Director. * Works collaboratively and supportively with other Managers across DPIE Water Group to achieve corporate outcomes * Escalate risks and opportunities to the Director * Report on progress and key milestones |
| Other DPIE Water units | * Lead discussions and decisions regarding key aspects of Regional Water Strategies * Effectively engage and work with other areas of the business as required to deliver Regional Water Strategies or to inform other deliverables |
| Stakeholders | * Provide expert advice on a range of related issues and strategies * Optimise involvement of other areas of the organisation to ensure defined outcomes are achieved * Manage expectations and resolve issues, in consultation with the Director * Effectively and appropriately manage market sensitive information |
| **External** |  |
| State and Federal Government Agencies | * Support the Director or engage in, consult and negotiate the broader development, delivery and evaluation of the Regional Water Strategies program for NSW, as delegated |
| Non-government stakeholders | * Build ongoing effective relationships with external stakeholders to understand their risks and preferred solutions to effectively develop and implement regional water strategies * Manage expectations, resolve issues and appropriately manage market sensitive information, as delegated |

# Role dimensions

## Decision making

This role:

* Accountable for the delivery of assigned projects and work assignments on time, within budget and to expectations of quality, deliverables and outcomes.
* Refers to the Director decisions that require significant change to outcomes or timeframes; are likely to escalate or create substantial or contentious precedent; require a higher administrative or financial delegation, or submission to a higher level of management.
* Provides strategic leadership to staff working across NSW on Regional Water Strategies and related initiatives.

## Reporting line

Director Regional Water Strategies

## Direct reports

Up to five direct reports

## Budget/Expenditure

TBC

# Key knowledge and experience

* Extensive experience in one or more of the following: policy development, water planning, water markets, economics, natural resource management, environmental science, geomorphology, civil/environmental engineering and hydrology.
* Demonstrated experience in leading multiple complex, sensitive strategic initiatives across state and federal government jurisdictions (or comparable experience).

# Essential requirements

* NSW Class C Driver Licence and willingness to undertake overnight travel.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | Adept |
| **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  Make sure staff understand expected goals and acknowledge staff success in achieving these  Identify resource needs and ensure goals are achieved within set budgets and deadlines  Use business data to evaluate outcomes and inform continuous improvement  Identify priorities that need to change and ensure the allocation of resources meets new business needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | 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 | Advanced |
|  | **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 | Advanced |
|  | **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 | Adept |

# 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** |
|  | 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 | Intermediate |
|  | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Adept |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Intermediate |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |