

Role Description

State Lead – Cultural Innovation and Engagement (Identified)



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| Cluster/Agency | Department of Planning, Industry and Environment/Aboriginal Housing Office (AHO) |
| Division/Branch/Unit | Strategic Support |
| Location | Parramatta |
| Classification/Grade/Band | Clerk Grade 11/12 |
| Kind of Employment | Temporary |
| ANZSCO Code | tbc |
| Role Number | tbc |
| PCAT Code | tbc |
| Date of Approval | tbc |
| Agency Website | www.aho.nsw.gov.au |

Agency overview

The Aboriginal Housing Office (AHO) is a statutory authority, established under the Aboriginal Housing Act 1998 (NSW). The AHO plans, administers and expands the policies, program and asset base for Aboriginal housing in NSW. This includes resource allocation, sector-wide policy, strategic planning, and monitoring outcomes and performance in the Aboriginal community housing sector. In order to achieve this AHO receives funding from both the NSW and the Australian Governments.

The AHO manages and coordinates a substantial annual capital works program, and the development and implementation of a range of financial and resourcing strategies throughout the state.

The AHO works in partnership with Aboriginal Community Housing Providers (ACHP) and the Aboriginal community in delivering housing program and developing housing policy and standards. AHO has also strived to build the skills of Aboriginal people in the sector to improve the management of both their properties and their organisations for a better tomorrow for everyone.

Its functions are guided by the principles of self-determination and self-management for Aboriginal people. In addition, the AHO has an important role in facilitating and improving employment and training opportunities for Aboriginal people within the Aboriginal community housing sector.

Working with the all Aboriginal AHO Board, the AHO provides housing assistance for Aboriginal and Torres Strait Islander people and an increased range of housing choices, especially for those members of the community most in need.

Primary purpose of the role

Lead and champion the development and implementation of strategies, projects, frameworks and initiatives that enable the AHO to conduct its business act consistently with the principle of placing Aboriginal culture at the centre of everything AHO does.

Key accountabilities

- Lead and develop key strategies and frameworks that -
 - Enable the AHO to demonstrate its commitment to ensuring Aboriginal Culture is at the Centre in everything we do across AHO, the DPIE Cluster, Aboriginal Communities and key internal and external stakeholders.

- Empower Aboriginal Peak Organisations as project managers and facilitators through collaboration, partnerships and supporting one another so that Aboriginal Families and Aboriginal Communities benefit from a holistic approach across agencies and sectors.
- Lead, develop and embed the AHO Aboriginal Cultural Framework to enable Aboriginal Voice from the Top Down and Voices from the Ground Up.
The Framework has four parts -
 - Aboriginal Tenants Advocacy
 - Aboriginal Cultural Capability & Competency Advocacy
 - Aboriginal Housing Providers Advocacy
 - AHO Aboriginal Cultural Maturity Model
- Lead, develop and facilitate the formation, terms of reference, peak processes and outcomes with designated Aboriginal Groups.
- Lead the development, adoption and embedding of the AHO Aboriginal Cultural Maturity Model in line with Aboriginal culture being at the centre of all activities and incorporating –
 - AHO Engagement Framework
 - Proposed AHO Cultural Co-Design Model
 - Aboriginal Cultural Framework
 - AHO Governance
 - Aboriginal Communities
- Lead the definition and development of the organisations cultural knowledge and capabilities
- Develop enduring and effective relationships with key Aboriginal organisations and housing sector stakeholders.
- Create and maintain a comprehensive library of resources and artefacts to support AHO people and processes.
- Lead the effective delivery of program governance and performance standards, evaluation measures, risk mitigation plans, performance deviation plans and strategy and program reporting.

Key relationships

| Who | Why |
|---------------------------------|--|
| Internal | |
| AHO Executive and line Director | <ul style="list-style-type: none"> ● Report directly to Line manager ● Seek direction, advice and support ● Provide timely, accurate information ● Provide strategic advice and guide on the emergence and resolution of internal and external issues ● Escalate issues as appropriate ● Representation at working parties, projects, meetings, forums |
| Direct Reports | <ul style="list-style-type: none"> ● Provide leadership and advice to the team ● Inspire and motivate team, provide direction and manage performance ● Work collaboratively to contribute to achieving the team's business outcomes |
| AHO colleagues | <ul style="list-style-type: none"> ● Liaise to ensure the provision of timely and accurate advice when requested ● Develop and maintain effective working relationships ● Negotiate/agree on timeframes ● Understand emerging issues and organisation culture |
| Cluster colleagues | <ul style="list-style-type: none"> ● Liaise to ensure the provision of timely and accurate advice when requested ● Develop and maintain effective working relationships |

| Who | Why |
|---|---|
| | <ul style="list-style-type: none"> Negotiate/agree on timeframes Provide advice and correspondence where appropriate Representation at working parties, projects, meetings, forums on behalf of the district |
| External | |
| NSW government and industry stakeholders | <ul style="list-style-type: none"> Manage effective relationships and establish strategic partnerships and networks to solicit support and deliver government, cluster and department initiatives. |
| Aboriginal organisations, peak bodies and governance groups | <ul style="list-style-type: none"> Build effective relationships with key Aboriginal organisations and facilitate outcomes with designated Aboriginal Groups |

Role dimensions

Decision making

The role:

- Sets own priorities and those of any staff/project staff supervised.
- Maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.
- Has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/team work.
- Ensures that unit/team recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.

Refer to the Cluster Delegations for specific financial and/ or administrative delegations for this role.

Reporting line

Reports to Director Strategic Support

Direct reports

See divisional structure

Budget/Expenditure

TBA

Essential requirements

- Aboriginality is an essential requirement.
- Tertiary qualifications in a related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
- Demonstrated understanding of Aboriginal cultural beliefs and attitudes and of the socio-economic position of Aboriginal people within Australian society, and of their impacts in relation to housing.
- A thorough understanding of the Aboriginal political and historical impacts upon policy developments in NSW and nationally in relation to Aboriginal land rights, and Aboriginal land use.
- Credibility with the Aboriginal community and a sound understanding of Aboriginal culture and of the issues which affect Aboriginal people, families, communities and the Aboriginal community housing sector
- Substantial expertise in the development and achievement of effective strategies and programs with Aboriginal organisations and communities.
- Experienced in the development and implementation of innovative programs.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:






- National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
- Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <http://www.psc.nsw.gov.au/sector-support/capability-framework>

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 | Adept |
| | Manage Self | Adept |
| | Value Diversity | Advanced |
|  Relationships | Communicate Effectively | Adept |
| | Commit to Customer Service | Adept |
| | Work Collaboratively | Advanced |
| | Influence and Negotiate | Advanced |
|  Results | Deliver Results | Adept |
| | Plan and Prioritise | Advanced |
| | Think and Solve Problems | Advanced |
| | Demonstrate Accountability | Adept |
|  Business Enablers | Finance | Intermediate |
| | Technology | Intermediate |
| | Procurement and Contract Management | Intermediate |
| | Project Management | Adept |
|  People Management | Manage and Develop People | Advanced |
| | Inspire Direction and Purpose | Adept |
| | Optimise Business Outcomes | Intermediate |
| | 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 Act with Integrity | Adept | <ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Demonstrate professionalism to support a culture of integrity within the team/unit • Set an example for others to follow and identify and explain ethical issues • Ensure that others understand the legislation and policy framework within which they operate • Act to prevent and report misconduct, illegal and inappropriate behaviour |
| Relationships Work Collaboratively | Advanced | <ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions |
| Relationships Influence and Negotiate | Advanced | <ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders |
| Results Plan and Prioritise | Advanced | <ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning |
| 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 |

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| | | <ul style="list-style-type: none"> • 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 |
| Business Enablers Project management | Adept | <ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects |
| People Management Inspire and Direction Purpose | Adept | <ul style="list-style-type: none"> • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of • government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance |
| People Management Manage Reform and Change | Adept | <ul style="list-style-type: none"> • Actively promote change processes to staff and participate in the communication of change initiatives across the organisation • Provide guidance, coaching and direction to others managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these |