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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Development Assessments and Sustainability / Energy and Resource Assessment** |
| **Location** | **Sydney** |
| **Classification/Grade/Band** | **Planning Officer (Professional) 3** |
| **ANZSCO Code** | **232611** |
| **PCAT Code** | **1111192** |
| **Date of Approval** | **May 2024 (updated March 2023 , August 2020; and June 2018)** |
| **Agency Website** | **https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure** |

# Agency Overview

The Department of Planning, Housing and Infrastructure (the department) is building the future of NSW through delivering diverse planning, housing solutions and infrastructure across the 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 awareraness and knowledge throughout the department.

Primary purpose of the role

The Team Leader coordinates the effective, high quality and timely environmental assessment of the merits of State significant projects to meet statutory obligations and Government policy objectives. The role drives the implementation of best practice and innovative processes to meet Government goals for a more robust and efficient state planning system that achieves strategic infrastructure, economic and growth objectives.

# Key accountabilities

* Coordinate the day to day activities of an assessment team and provide advice, support and direction to deliver State significant project assessments and determinations consistent with applicable legislation, policy and procedures.
* Assess the merits of the more complex and contentious State significant projects, quickly and effectively, to ensure the completion of all assessments within the relevant benchmark period.
* Prepare high quality work on a wide range of planning matters, including the preparation of well written reports and effective conditions of consent.
* Identify complex, sensitive and emerging issues, and review and develop policy to improve the assessment process and guide the assessment of the merits of projects.
* Participate in business improvement initiatives including the development and maintenance of team systems, policies and business process to improve operational efficiency and effectiveness.
* Build and maintain effective relationships, and strengthen engagement with key stakeholders to provide information, respond to enquiries and resolve disputes effectively.
* Initiate and manage work performed by external contractors and consultants where there is a need to source external expertise, to ensure project requirements are met.

Key challenges

* Review and recommend changes to the assessment system to significantly reduce the time taken to assess State significant projects without sacrificing the delivery of quality outcomes of these assessments.
* Implement assessment process improvements and policy review to support efficient and timely assessment turnaround timeframes to provide greater certainty for applicants and the community and to maintain the integrity of the Government’s planning program.
* Manage the delivery of competing assessment project outcomes in a high-pressure environment whilst managing the different and competing interests of various external agencies, stakeholder and community expectations.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | * Participate as a member of the management team and keep informed of status of assessments. * Liaise to understand and deliver program and service outcomes. * Provide technical advice and recommendations on a range of assessment matters. * Inform of major or complex new and emerging issues. * Recommend and seek approval for proposed new assessment approaches and innovative strategies, practices and processes. * Contribute to work program development, implementation, monitoring and reporting. * Consult to supervise and guide team members to achieve unit objectives. * Provide assistance with day-to-day management of team activities. |
| Team Members | * Collaborate to share information on programs and projects and provide technical advice. * Participate in meetings to contribute and seek ideas to improve   branch performance, program, and service delivery and work outcomes.   * Motivate, mentor and provide support to achieve business and operational outcomes. * Provide constructive performance feedback and develop team skills. |
| Compliance teams | * Provide robust advice regarding post-approval decisions and documentation. |
| **External** |  |
| State and Local Government agencies,  owners/developers,  private sector, industry and community  stakeholders | * Establish and maintain effective relationships and communication networks. * Engage and involve in the assessment process to obtain expert   advice and seek consensus between stakeholders regarding key issues.   * Liaise to ensure effective coordination and cooperation to effectively   respond to enquiries, deal with complex issues, negotiate and  mediate contentious matters and resolve disputes and customer concerns.   * Provide clear information and high quality statutory advice on current planning matters. |
| External contractors and consultants | * Lead effective management and set up of external service provider arrangements. * Set clear performance parameters, monitor delivery of services and resolve issues to improve service outcomes. |

# Role dimensions

## Decision making

The Team Leader:

* works with, and receives advice and guidance from the Director and other branch senior managers but has responsibility for setting own work priorities within the overall agreed work program
* is required to comply and make decisions and recommendations within applicable legislative and Departmental assessment policy, procedures and frameworks, and administrative frameworks and requirements
* undertakes and manages large and mid-sized assessment projects in line with Government and Departmental policies and procedures

## Reporting line

Director

## Direct reports

2-3 staff

## Budget/Expenditure

TBC

Key knowledge and experience

* Demonstrated knowledge of relevant environmental assessment and planning legislation and processes

Essential requirements

* Degree in planning, environmental management, engineering or other relevant discipline
* Willingness to travel and (minimum) Class C Driver’s Licence

## 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** |
| --- | --- | --- | --- |
| personal-attributes | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to strong contrary views  Accept criticism of own ideas and respond in a thoughtful and considered way  Welcome new challenges and persist in raising and working through novel and difficult issues  Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| personal-attributes | **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 |
| relationships | **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 |
| relationships | **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 |
| results | **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 |
| results | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ work  Initiate, prioritise, consult on and develop team and unit goals, strategies and plans  Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses  Ensure current work plans and activities support and are consistent with organisational change initiatives  Evaluate outcomes and adjust future plans accordingly | Adept |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | 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 in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| business-enablers | **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 | Adept |
| people-management | **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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | 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 | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| 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 |