

Role Description

Executive Director

Commercial Development



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Housing and Property / Property & Development NSW
Location	Sydney
Classification/Grade/Band	SES Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional Technical Specialist
ANZSCO Code	111211
PCAT Code	3122292
Date of Approval	September 2020
Agency Website	http://www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster (DPIE) was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

Housing and Property (HAP), a group within DPIE, oversees the management of state government assets, including the management of Crown land, the NSW Government's social housing portfolio and the oversight and strategic use and disposal of government owned land. The Group includes the Aboriginal Housing Office, the Valuer General and the Land and Housing Corporation.

HAP leverages public and private sector expertise to improve place-based outcomes, providing greater access and choice of housing through initiatives such as development of an end-to-end housing strategy for Government implementation, and improving outcomes for Aboriginal communities to maximise community benefit from government owned land and property.

Primary purpose of the role

The Executive Director of Commercial Development leads a team responsible for the design and delivery of new owned and leased office accommodation projects across the NSW, realizing the objectives of the Government Accommodation Policy and Government Accommodation Strategy. The Executive Director provides leadership, expert strategic advice and facilitates executive decision making to significant commercial property projects across the State within Property & Development NSW (PDNSW), as projects typically involve multiple agencies. The Executive Director will be required to establish and manage integrated cross-government project working groups and teams.

Key accountabilities

- Lead a team of property professionals and technical experts, including external consultants, responsible for delivery of large commercial property projects including development of owned projects and execution of lease pre-commitments.
- Lead and deliver accommodation planning and the delivery of government office accommodation that is cost effective, enhances the operational and environmental performance of the asset, supports flexible accommodation that addresses government and operational change, aligns with cluster/agency accommodation requirements and facilitate achievement of the Government's employer of choice goal to achieve and exceed employment benchmarks targeting disability, indigenous and cultural groups.
- Lead the establishment and management of cross-government integrated project working groups and teams required to align multiple agency interests to realise the objectives set in the Government's Accommodation Strategy.
- Lead the development of tailored funding strategies for developments including the delivery of business cases to secure Government investment in these projects.
- Lead the procurement and delivery of commercial developments across the State via agreement for lease, project delivery agreements, or direct construction partnering with leading industry experts.
- Lead effective strategic, tactical and risk management of property projects through effective due diligence and ongoing project management, ensuring informed decision-making accounting for factors including value, time, market, opportunity and risk, government policy and environmental and community impact.
- Lead stakeholder engagement with groups including ministerial offices, government agencies, councils, lobby groups and the community to ensure project objectives are realised.
- Provide expert advice to Ministers, Cabinet, DPIE / HAP Executive and government committees as required for property projects through high quality submissions and advice to the Deputy Secretary.

Key challenges

- Provide expert advice to achieve stakeholder support within the PDNSW leadership team and senior external stakeholders to ensure State and regionally significant office accommodation projects are delivered within time, cost and quality parameters as set out in the Government Accommodation Policy and reset from time-to-time in the Government Accommodation Strategy.
- Ensure high quality governance and ethical management of government property dealings that are highly visible, often controversial and subject to intense scrutiny by the media, stakeholders and regulatory bodies.
- Anticipate, identify and either effectively mitigate or resolve project and transaction risks or issues that may be technical, counterparty, political, policy, financial or legal related.

Key relationships

Who	Why
Internal	
Department	<ul style="list-style-type: none"> Maintain effective relationships with key Department stakeholders including Secretaries, Deputy Secretaries and executives to allow PDNSW to realise project objectives that include optimising financial outcomes and delivery of government objectives Develop and execute a Government and client focused property strategy that results in efficient and effective service delivery
Agency	<ul style="list-style-type: none"> Maintain effective relationships with the PDNSW leadership team and maintain broader staff engagement to allow PDNSW to realise project objectives that include optimising financial outcomes and delivery of the Government's objectives Support Department-wide initiatives arising from the Deputy Secretary and / or Executive Committee that contribute to the effective delivery of services by PDNSW Provide internal support as the authoritative source of advice on development and transactions Support the Group Deputy Secretary and HAP Executive Committee to deliver strategy, objectives and KPIs
Work Division	<ul style="list-style-type: none"> Support the Deputy Secretary to lead the PDNSW division and to develop and deliver strategy, objectives and KPIs Provide strategic direction on State significant projects and provide support with client and stakeholder engagement and management of issues that arise through the life of projects and programs Manage mechanisms to identify and develop talent
External	
Secretaries and Deputy Secretaries	<ul style="list-style-type: none"> Develop Secretary and Deputy Secretary support to allow PDNSW to realise project objectives that include optimising financial outcomes and delivery of government objectives Participate and add value to cross-agency committees where there are property related issues that can benefit from PDNSW's real estate expertise
Government Clusters & Agencies	<ul style="list-style-type: none"> Maintain effective relationships with key customers including Secretaries, Deputy Secretaries and executives to allow PDNSW to realise project objectives that include optimising financial outcomes and delivery of government objectives Develop and execute a client focused strategy that results in efficient and effective service delivery
Local Authorities	<ul style="list-style-type: none"> Work effectively with local councils and other statutory bodies to ensure PDNSW realise project objectives that include optimising financial outcomes and delivery of government objectives Engage other State Agencies to realise project objectives as required
Service Providers / Industry	<ul style="list-style-type: none"> Engage external service providers, as tactically and strategically

required, to leverage their experience and expertise and to supplement internal resources as appropriate

- Manage effective and transparent relations with external organisations and the executives thereof to ensure efficient and effective realisation of project objectives
 - Manage effective and transparent relations with industry advocacy and interest groups and ensure government policy and interests are reflected in property related matters
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Role dimensions

Decision making

Operates with a high-level degree of autonomy and is directly accountable for the quality of outcomes. Services and solutions provided have a direct impact on agency/program performance and stakeholder satisfaction.

Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.

The incumbent contributes to and may lead the development of new solutions and services. They implement strategic directions and are accountable for decisions and actions associated with their area of responsibility.

Reporting line

Deputy Secretary, Property & Development NSW

Direct reports

Directors, Commercial Development (*3)

Budget/Expenditure

Fee income in excess of \$3 million per annum.

Capital expenditure budget in excess of \$100 million per annum.

Essential requirements

- Extensive experience in a property related discipline.
- Experience managing a large, diverse and geographically dispersed team and or experience within a government agency

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

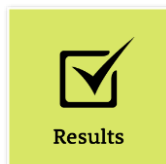
Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

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
 <p>Personal Attributes</p>	<p>Act with Integrity Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> Champion and model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
 <p>Relationships</p>	<p>Work Collaboratively Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical and challenging negotiations, including those that are 	Highly Advanced

cross-jurisdictional

- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
- Identify, recognise and celebrate success
- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

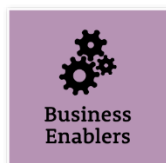
Highly Advanced

Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness
- Promote a culture of accountability with clear links to government goals
- Set standards and exercise due diligence to ensure work health and safety risks are addressed
- Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
- Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
- Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved

Highly Advanced



Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
- Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound

Advanced

- Assess relative cost benefits of various purchasing options
- Promote the role of sound financial management and its impact on organisational effectiveness
- Obtain specialist financial advice when reviewing and evaluating finance systems and processes
- Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner

Procurement and Contract Management

Advanced

Understand and apply procurement processes to ensure effective purchasing and contract performance

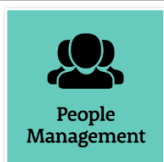
- Ensure that employees and contractors apply government and organisational procurement and contract management policies
- Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
- Promote effective risk management in procurement
- Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes
- Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors

Project Management

Highly Advanced

Understand and apply effective planning, coordination and control methods

- Ensure there are systems and effective governance processes in place for project management
- Make decisions on accepting projects based on business cases
- Use the historical, political and broader context to inform project directions and mitigate risk
- Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication
- Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances
- Drive the changes required to realise the business benefits of the project
- Ensure that project management decisions consider interdependencies between projects



Manage and Develop People

Advanced

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

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous

- learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Optimise Business Outcomes

Highly Advanced

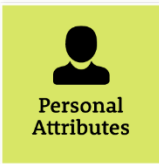

Manage people and resources effectively to achieve public value



- Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time
- Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved
- Align workforce resources and talent with organisational priorities
- Set clear boundaries and freedoms for the organisation in risk taking
- Hold self and others accountable for implementing and maintaining inclusive workforce management practices

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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond	Advanced

		flexibly to changing circumstances	
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 <p>Business Enablers</p>	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
 <p>People Management</p>	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced