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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning, Industry & Environment |
| **Division/Branch/Unit** | Water |
| **Location** | Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | 50025362 |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 1211192 |
| **Date of Approval** | 19 January 2021 ( Updated from February 2018) |
| **Agency Website** | <https://www.dpie.nsw.gov.au> |

Agency overview

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.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Leads a team to deliver state wide and regional-scale water strategies that consider water security, supply, demand, infrastructure and investment, to ensure that regional communities have a more secure, cost effective and sustainable water supply into the future. The role liaises with other state and Commonwealth agencies, local councils, water and energy utilities, industry and other stakeholders and communities to identify, assess and progress infrastructure, water use efficiency and improved water market solutions in a highly market sensitive operating environment. The role also guides the use of a range of complex analytic and research activities to provide sound and reliable input to the delivery of regional water solutions consistent with the State's water reform agenda and relevant legislation.

# Key accountabilities

* Lead the development of the NSW Government’s 13 highly complex, technical and sensitive Regional Water Strategies that establish how short and long-term water needs will be secured for industry and community needs, provide guidance in driving economic growth and supporting diversity of industries in regional NSW, whilst protecting our natural environment.
* Embed effective governance, risk and contingency management frameworks, particularly in relation to the market sensitive nature of the strategies, leading the development and implementation of tools that support the rigorous monitoring and evaluation of regional water strategies, promote continuous improvement, identify benefits realisation, project impact and quality measures, and identify issues, to assess progress of plans and overall effectiveness.
* Manage large projects that identify areas of water market opportunities and advise government on options available including infrastructure and where market adjustments may be required; assess drought risks and guide regional drought contingency management; provide a framework to guide future infrastructure investment; seek opportunities for shared arrangements between water utilities; assess the impacts of changes in water availability and demand in urban and regional industry contexts; and use a set of consistent measures for water use trends so that public funding can target the greatest benefit.
* Lead the provision of timely, expert, strategic advice on directions, issues, trends and options relating to water markets, and investment for regional water strategies.
* Lead the identification of solutions available to reduce risks relating to water security, supply and demand to an acceptable level including water use efficiency, improved water markets and infrastructure options.
* Lead a program of work to determine changes in water demand and the impact of extreme drought events for key region sectors.
* Ensure that regional water options and solutions are effectively considered through related DPI Water work programs, such as water resource planning and water sharing plans.
* Lead the development of business cases for investment options aligned to identified priority catchments needs, aimed at mitigating risk and recommending effective appropriate distribution of benefits and costs.
* Lead effective communication and consultation to support regional water strategies across a broad range of stakeholders with competing interests.
* Manage stakeholder relationships through communication, negotiation and issues management to ensure stakeholders are engaged effectively and appropriately.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director Water Strategy and Policy | * Reporting to and supporting the Director Water Strategy and Policy. * Clarifies direction with the Director, implements that direction and reports on progress back to the Director. * Works collaboratively and supportively with other Directors and Managers across DoI Water to achieve corporate outcomes. |
| Other staff in the Division | * 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 and 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 * Effectively and appropriately manage market sensitive information |
| **External** |  |
| State and Federal Government Agencies | * Engage in, consult and negotiate the broader development, delivery and evaluation of the Regional Water Strategies program for NSW |
| Non-government stakeholders | * Engage in, consult and negotiate the development and delivery and of Regional Water Strategies * Manage expectations, resolve issues and appropriately manage market sensitive information |

# Role dimensions

## Decision making

This role:

* Has a high level of autonomy and is fully accountable for the delivery of work assignments and plans on time, within budget and to expectations of quality, deliverables and outcomes.
* Refers to the Director decisions that require significant change to policy or plan 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 Water Strategy and Policy

## Direct reports

7

## Budget/Expenditure

TBC

## Essential Requirements

* Extensive experience in water related areas such as water planning, water markets, economics, natural resource management, environmental science, geomorphology, civil/environmental engineering and hydrology.
* Extensive experience in leading the development and implementation of multiple complex, sensitive strategic water initiatives across state and federal government jurisdictions (or comparable experience).
* NSW Driver license.
* Overnight travel as required.

# 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 |
| **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 | 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 | | 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 | Advanced |
| **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Support teams in developing new ways of working and generating innovative ideas to approach challenges  Actively promote change processes to staff and participate in communicating change initiatives across the organisation  Provide guidance, coaching and direction to others who are 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 | 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 | Adept |
|  | Work Collaboratively | | Collaborate with others and value their contribution | 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 | Adept |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |