Role Description
Director

Cluster	Regional NSW
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Regional Development & Programs,
Location	TBA
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	224412
PCAT Code	2119192
Date of Approval	June 2022
Agency Website	www.regional.nsw.gov.au

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

The NSW Government's eyes and ears on the ground for regional development and program delivery, providing multi-agency coordination, program and grant funding, community planning and coordination, and emergency response delivery.
Regional Development and Programs plays a crucial leadership and community-facing role to support improved outcomes in economic development and community wellbeing for regional NSW.

Our Regional Programs and Regional Recovery branches deliver sector excellence and leadership in grants design, administration, evaluation and program assurance to support social and economic outcomes for regional NSW. This includes the delivery of regional growth, stimulus, youth and disaster recovery programs, programs valued in excess of $6 billion.

Primary purpose of the role

Directs and leads the delivery of regional economic, liveability and recovery funding programs across regional NSW with the focus on ensuring the prosperity of regional communities following the compounding impact of drought, bushfire, flood and COVID-19. The role will oversee a team that designs and delivers programs that aim to support sustainable and productive regional industries and communities, and create a strong and liveable NSW.

Key accountabilities

- Direct and lead a broad range of grant programs, remove barriers and broker solutions to ensure programs deliver strong economic and liveability outcomes for regional NSW
- Drive and maintain regional program frameworks, embedding key performance measures to manage identified new and existing regional economic and livability programs

- Provide expert advice to the senior executive and Minister's Offices on regional programs deliverables
- Undertake high level stakeholder and issues management, foster regional, cross-sector and cross-jurisdiction networks and act as a principal conduit between Government departments and key program stakeholders, bringing them together to translate policy positions into operational programs
- Work collegially within the executive team to ensure a holistic approach to regional policy, program and issue management, and act as an ambassador for NSW Government and the Department of Regional NSW
- Provide expert advice to the senior executive and Minister's Offices on regional programs deliverables

Key challenges

- Anticipating, responding to and mitigating impediments to effective implementation of programs, particularly where implementation is controlled by other agencies within the Cluster or across the public sector
- Identifying the most effective strategies and performance milestones for prioritisation of program implementation
- Achieving outcomes in an environment where implementation is reliant on other agencies but there is limited direct authority over these other agencies.

Key relationships

Who	Why
Ministerial	
Deputy Premier's office	• Consult, update, advise on and progress the development and implementation of key regional policies and programs. • Provide key strategic advice on regional development opportunities and strategy.
Internal	
Executive Director	• Provide expert advice and contribute to decision making • Escalate sensitive issues and provide solutions • Report on progress towards business objectives and discuss future directions
Secretary / Deputy Secretaries	• Provide expert strategic advice on policy program implementation and evaluation to support organisational decisions and initiatives
Project Teams	• Provide expert program implementation advice to impact decisions, support initiatives, identify implementation risks or barriers and incorporate feedback into the program development process
Direct Reports	• Lead, guide and support • Set performance expectations and manage performance and development
External	

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Who	Why
Other NSW Government Agencies	• Establish professional networks and relationships to maintain currency of issues, share ideas and learning, and collaborate on common responses to emerging and/or developing issues
Stakeholders	• Foster effective proactive relationships in particular community and/or industry groups for whom policy implementation impacts are most critical • Engage with key stakeholders including professional organisations, academic institutions, peak industry or community bodies and NGOs to inform implementation strategies and planning, and optimise engagement, consultation, negotiation and facilitation of policy implementation, evaluation and response

Role dimensions

Decision making

The Director is expected to operate with a high level of autonomy and is accountable for the timeliness, content, quality and reliability of advice provided and work performed and has authority to determine day to day work priorities, allocating duties and decision relating to the quality of work assigned.

Reporting line

The Director reports to the Executive Director

Direct reports

TBC

Budget/Expenditure

As per DRNSW Delegations

Key Experience

- Extensive successful experience in leading policy and or program implementation at a senior level
- Proven experienceat negotiating outcomes with multiple stakeholders and in a complex environment.

Essential requirements

- Appropriate tertiary qualifications or equivalent, relevant professional experience and training.
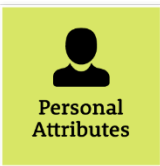
Capabilities for the role

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**.

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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	**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	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance	Highly Advanced
	Work Collaboratively Collaborate with others and value their contribution	• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders	Highly Advanced

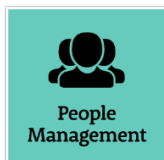|	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • 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 • Anticipate and minimise conflict within the organisation and with external stakeholders	Advanced
Results	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff • Influence the organisation's current and potential future role within government and the community, and plan appropriately • Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning • Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes • Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government	Highly Advanced
	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	Advanced

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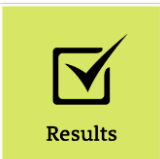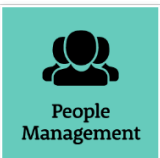|		• Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	
People Management	**Manage Reform and Change** Support, promote and champion change, and assist others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers	Advanced
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges	Advanced

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

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Personal Attributes	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	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective project planning, coordination and control methods	Advanced
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept