

Role Description

Director Policy

Portfolio	Primary Industries and Regional Development
Agency	Local Land Services
Division/Branch	Policy and Regulatory
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132411
PCAT Code	2119192
Date of Approval	January 2025 (Title changed from Director Policy and Reform in June 2025)
Agency Website	http://www.lls.nsw.gov.au

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture and Biosecurity; Fisheries and Forestry; Local Land Services; NSW Resources; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

Local Land Services (LLS) is an Executive Agency related to the Department. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services and private native forestry.

Primary purpose of the role

Oversees and leads the development of policy and legislative reform programs for the whole of LLS through the review, development, implementation and evaluation of regulatory policy frameworks.

Key accountabilities

- Lead the development and implementation of regulatory policy reforms associated with legislative change, providing strategic, evidence-based regulatory policy, scientific and economic expert advice to support and contribute to legislative change,
- Develop associated advisory and educative programs to build awareness and compliance by industry stakeholders
- Provide policy and project development oversight including embedding current project methodologies, governance and risk frameworks, supporting regional integration, reporting and assessment tools, monitoring and reporting on milestones and deliverables; including social, economic and environmental outcomes
- Build and sustain strategic level partnerships with key government agencies, industry and other senior policy, economic and scientific stakeholders, to optimise engagement, consultation, negotiation and facilitation of policy reform, alignment and implementation

- Develop and continuously improve the scientific and evidence-based regulatory framework and act as a knowledge leader and provide guidance to foster knowledge transfer within the team, and across LLS and the Department of Regional NSW regarding Local Land Services core functions
- Lead data collection, analysis and interpretation to inform policy, legislation and standards reforms, facilitating evidence-based analysis of issues and informed risk based decision making
- Coordinate and steward policy reforms through Cabinet and Parliamentary processes to ensure reforms are implemented in the required time frames
- Provide expert advice to the Executive Director Policy, Chief Executive Officer and Minister's Office, including the provision of informed briefing notes, submissions and reports to support legislative policy reforms

Key challenges

- Balancing the political drivers and imperatives with the diverse views and demands of stakeholders and legislative and resource constraints to produce effective and efficient policy
- Formulating high level policy advice for the Executive and Minister's Office where there are significant time constraints and the views of industry and community stakeholders are highly variable and changing
- Maintaining and utilising current knowledge of contemporary policy and regulatory practices along with emerging trends in natural resource management to provide innovative solutions

Key relationships

Internal

Who	Why
Minister and Minister's Office	<ul style="list-style-type: none"> • To provide expert briefings on new and emerging issues, negotiate approaches and preferred outcomes and to report on the performance of government programs
Executive Director Policy and Regulatory Chief Executive Officer, LLS Executive Director, Regional Delivery Director, Regulatory Programs	<ul style="list-style-type: none"> • Seek direction and provide strategic advice and information to meet organisational and government reform objectives • Ensure an integrated organisational approach to corporate strategy, cross-portfolio initiatives and issues • Collaborate on strategic development and business planning and to monitor organisational performance • Provide strategic advice and contribute to policy, legislation and sensitive issues and liaise to formulate advice/policy • Advise of emerging and or contentious issues and solutions
Chair of the LLS Board LLS Executive team	<ul style="list-style-type: none"> • Promote shared values and alignment of purpose
Staff and work teams	<ul style="list-style-type: none"> • Inspire and motivate team, provide leadership and clear direction and build manager performance

External

Who	Why
Regional NSW Other key stakeholders in Department of Regional NSW	<ul style="list-style-type: none">• Represent LLS in the business of government• Ensure an integrated approach to corporate strategy, cross-portfolio initiatives and issues• Provide policy advice and liaise to formulate advice/policy• Contribute to the strategic direction of policy and associated strategic programs
Other NSW government agencies	<ul style="list-style-type: none">• Represent LLS in the business of government• Participate in the coordination of a whole-of-government initiatives between key NSW government agencies.• Manage effective relationships and establish strategic partnerships and networks with key government agencies.• Mitigate risk of duplication and increased red tape
Other jurisdictions	<ul style="list-style-type: none">• Represent LLS in the business of government• Represent NSW policies and interests and to promote, support and coordinate activities.• Negotiate harmonised operations and resource sharing between states.
Industry and other stakeholders	<ul style="list-style-type: none">• Maintain networks and partnerships; present and test policy proposals; build ownership and capacity; and to better understand different perspectives on critical issues

Role dimensions

Decision making

- The role operates with a high level of autonomy to develop cross-organisational policy solutions and initiatives and drive the delivery of scientific and economic evidenced based advice.
- Human, financial and physical resources under the control of the Director can be re-allocated without referral
- Plans, leads and organises the work of project teams and manages resources through appropriate procurement processes.
- Refers to Executive Director, Policy only those decisions that involve a significant change to government policy, or which require a higher delegation or approval.

Reporting line

Executive Director Policy and Regulatory

Direct reports

The role leads a team of 4 - 5 direct reports.

Budget/Expenditure

Authorisation for expenditure of allocated project resources under applicable delegation

Key knowledge and experience

TBC

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

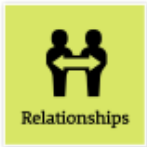
Focus capabilities

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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced

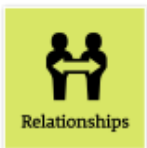


Work Collaboratively

Collaborate with others and value their contribution

- 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



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



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



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

- 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

Highly 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



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Champion the organisational vision and strategy, and communicate the way forward
- Create a culture of confidence and trust in the future direction
- Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
- Communicate the parameters and expectations surrounding organisational strategies
- Celebrate organisational success and high performance, and engage in activities to maintain morale

Highly 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.

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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	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



Optimise Business Outcomes

Manage people and resources effectively to achieve public value

Advanced



Manage Reform and Change

Support, promote and champion change, and assist others to engage with change

Advanced