

Role Description

Deputy Chief Executive Officer, Regional Growth NSW Development Corporation



Regional Growth NSW
Development Corporation

Cluster	Planning, Industry & Environment
Agency	Regional Growth NSW Development Corporation
Location	Negotiable
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Operations
ANZSCO Code	111211
PCAT Code	3119192
PSC Date of Approval	July 2019
Agency Website	http://www.rgdc.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster 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.

The Regional Growth NSW Development Corporation (the Corporation) is established under the *Growth Centres (Development Corporations) Act 1974* to lead the delivery and implementation of the Government's Special Activation Precincts program.

Primary purpose of the role

The Deputy Chief Executive Officer (D/CEO) supports the CEO in leading the Corporation's executive team, and in managing the day to day operations of the Corporation, its resources and its people. The role implements the Government's vision for the Corporation, formulating and implementing strategic plans which are aligned to that vision, and supporting the leadership direction and governance necessary to ensure the successful delivery against strategic and financial goals.

The D/CEO ensures the organisation's governance, culture, structure, processes, and financial targets meet the strategic objectives set by the CEO, Minister and the Cluster Secretary.

Key accountabilities

- Establish, lead and maintain strong senior stakeholder relationships including with leaders in local government organisations and regional industry
- In partnership with the CEO:

- implement effective project controls and assurance systems to ensure capital works programs are delivered to meet Government objectives including time, cost and scope
- Establish effective internal systems and controls to effectively manage the Corporation's finances, assets and liabilities in accordance with relevant legislation, policies and Treasury directions
- Oversighting public and community communication and branding for the Corporation
- Lead and promote the public brand of the Regional Growth NSW Development Corporation including development of rigorous stakeholder and community engagement strategies for Special Activation Precincts
- Develop and maintain sector leading integrity and probity measures to ensure community and stakeholder confidence in the Corporation's commercial interests, particularly in relation to land and property developments
- Develop, lead and embed a strong organisational culture consistent with NSW public sector values, including collaboration, inclusivity, and diversity
- Provide strategic advice and support to the Minister, the Secretary and the Coordinator General on investment and development opportunities in Special Activation Precincts and elsewhere in regional NSW
- Develop and implement a long-term commercial model to ensure the long-term financial sustainability of the Corporation.
- Represent the CEO as required, including interfacing with the Minister, their office and others as well as acting as a primary escalation point for urgent, complex or highly sensitive client and operational issues, determining appropriate responses and the need for further escalation to the CEO

Key challenges

- Delivering strategic, commercial and community outcomes in line with defined deadlines, given the need to engage with large numbers of diverse stakeholders with competing priorities in a high profile, political and commercial environment.
- Maintaining commercial viability and feasibility of projects and developments given variable cash flow, uncertain market conditions and the need to achieve balance between issues of social equity, environmental sustainability and economic viability.
- Maintaining strong local government, stakeholder and community support for the Special Activation Precincts program.

Key relationships

Who	Why
Ministerial	
Minister/Office of the Minister	<ul style="list-style-type: none"> ● Maintain collaborative relationships ● Consult to provide accurate information and professional advice on a range of issues including sensitive matters and identify potential implications and actions ● Prepare and provide reports and timely responses on implementation or any impediments related to achieving objectives for the Corporation
Internal	
Secretary/Coordinator-General	<ul style="list-style-type: none"> ● Provide expert advice, counsel and recommendations to influence organisational decisions and initiatives

Who	Why
	<ul style="list-style-type: none"> • Report on progress towards business objectives and discuss future directions • Contribute to the strategic development of the department's business plan and reports
CEO	<ul style="list-style-type: none"> • Maintain a strong and collaborative partnership • Support the achievement and delivery of agency objectives
Direct Reports	<ul style="list-style-type: none"> • Inspire and motivate team, provide direction and manage performance • Encourage team to work collaboratively to contribute to achieving the team's business outcomes • Lead discussions and decisions regarding implementation of innovation and best practice
External	
Associated Boards and steering committees	<ul style="list-style-type: none"> • Provide expert, comprehensive and commercially astute advice on diverse and multi-faceted issues impacting regional growth and renewal to inform decisions and drive initiatives • Direct the provision of support services as required to facilitate efficient processes and practices.
Key Stakeholders - private business, investors and non-government organisations	<ul style="list-style-type: none"> • Foster and sustain key relationships • Exchange information, negotiate, obtain funding and communicate key organisation and project issues • Manage expectations and achieve mutual objectives
Media	<ul style="list-style-type: none"> • Represent Government and the organisation to positively communicate programs, plans and actions to the community and support the achievement of organisation and government objectives.
NSW Government Agencies, in particular Infrastructure NSW	<ul style="list-style-type: none"> • Collaborate in the formulation and development of infrastructure plans and strategies to fund and deliver capital projects

Role dimensions

Decision making

The Deputy Chief Executive Officer:

- is accountable for the content, accuracy, validity and integrity of advice provided, with advice and recommendations considered to be of critical importance
- complies with Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, finance directions, delegations, sector and agency strategic frameworks, and professional standards
- represents the agency at state/national committees, meetings and other forums, to advocate and articulate the NSW Government's position and interests in relation to the regional economic development and infrastructure planning in Special Activation Precincts
- has responsibility for the efficient and cost-effective management of all aspects of agency operations within set budget and resource parameters
- acts with considerable autonomy and independence to determine how to achieve results and allocate resources.

Reporting line

The Deputy Chief Executive Officer reports to the Chief Executive Officer.

Direct reports

2-3 Interim – (future additional reports anticipated)

Budget/Expenditure

TBA

Essential Requirements

- Tertiary qualifications in law, project management and / or planning and development, with extensive experience in asset management, risk management and / or planning, procurement and delivery of critical infrastructure and capital works programs
- This role will be based in Regional NSW and requires regular travel to Sydney and Special Activation Precincts.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Highly Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Highly Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	challenging situations <ul style="list-style-type: none"> • Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • 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 on reported breaches of rules, policies and guidelines
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> • 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 organisational, whole-of-government and cross-jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Highly Advanced	<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 negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt 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
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • 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 connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long-term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Demonstrate Accountability	Advanced	<p>drive organisational and government objectives forward</p> <ul style="list-style-type: none"> • 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
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> • Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation • Define organisational directions and set priorities and business plans with reference to key financial indicators • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services • Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals • Establish effective governance to ensure the ethical and honest use of financial resources across the organisation • Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders 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 variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcomes • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none">• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way• Monitor and report on performance of team in line with established performance development frameworks• Develop workforce plans that effectively distribute organisational resources to achieve business goals• Plan for strategic use of human resources that links to wider organisational aims and goals• Encourage others to strive for ongoing performance improvement• Align systems and processes to encourage improved performance and outcomes