

Role Description

Deputy Secretary Fisheries and Forestry



Portfolio	Regional NSW
Department/Agency	Department of Regional NSW
Division/Branch/Unit	Fisheries and Forestry
Role number	TBC
Classification/Grade/Band	Band 3
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	April 2024
Agency Website	https://www.nsw.gov.au/regional-nsw

Agency overview

The Department of Regional NSW, to be known as the Department of Primary Industries and Regional Development from 1 July 2024, is focussed on protecting and growing primary industries, supporting sustainable land management, overseeing the state's mineral and mining resources and ensuring that government investment supports strong regional communities and economies.

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

Fisheries and Forestry Group is responsible for managing the state's fisheries and forestry resources and supporting the development of profitable primary industries that create a more prosperous NSW and contribute to a better environment through the sustainable use of natural resources.

Primary purpose of the role

The role provides executive direction to the delivery of legislative reform, policy and regulatory compliance, industry development, research, and education programs that shape, build, and support the fisheries and forestry industries. The role builds networks and drives engagement with key decision-makers to protect threatened species and conservation of natural assets while creating profitable and sustainable primary industries for NSW that underpin regional and rural communities' economic health and development.

Key accountabilities

- Lead the group in developing, implementing and driving programs, including legislative reform, regulatory activities, and projects to deliver government objectives and targets, meet legislative and operating requirements and support investment, regulation, and development of our fisheries and forestry industries.
- Lead industry development through research, policy and regulatory compliance to foster sustainable and economically commercial Industries.
- Lead strategic investment to protect the state's communities, environment and relevant industries to protect the state's natural resource base, specifically the state's fisheries and forestry resources.
- Identify, attract and secure new investments that strengthen and diversify the fisheries and forestry industries.
- Provide high-quality and insightful advice to the Secretary, Boards and Ministers on a wide spectrum of industry issues that impact the fisheries and forestry industries, including market access, protection of habitats, threatened species and conservation of these.
- Actively network and engage with a wide range of external stakeholders, industry representatives and peak bodies, and other state and international government agencies,



representing the Department on peak committees, conferences and other forums to develop effective, best practice policy, regulatory and compliance initiatives and strategy and promote safe work environments workers.

- Represent the Secretary, Ministers and the NSW government to promote a positive image of the group and achieve government objectives.
- Managing the operational complexities associated with a large, diverse and decentralised workforce, including addressing complex employee relations matters while delivering diverse, inter-related activities and services against a background of high community expectations and financial and resource constraints.

Key challenges

- Supporting the Minister and Secretary while managing matters with high levels of political interest and public visibility, including highly sensitive issues, including forestry reform, indigenous fishing and aquaculture issues, that impact the community, industry, the economy and the environment.
- Addressing new and emerging issues in a dynamic and complex environment subject to high media scrutiny and where conflicting interests and opinions of key stakeholders require constant monitoring and analysis.
- Managing the operational complexities associated with a large, diverse and decentralised workforce, including addressing complex employee relations matters while delivering diverse, inter-related activities and services against a background of high community expectations and financial and resource constraints.

Key relationships

Who	Why
Ministerial	
Ministers	<ul style="list-style-type: none"> • Directly consult with and provide accurate and timely advice on a wide range of primary industry, research, and natural resource management issues. • Provide key strategic advice on delivering policy, industry research, legislation and programs that shape and support fisheries and forestry industries, to create profitable, sustainable industries for NSW that underpin the economic health and development of regional and rural communities. • Alert the Minister to operational or service issues which may escalate, or which may have State-wide impact. • Represent the Minister at key interjurisdictional and parliamentary forums as requested.
Internal	
Secretary	<ul style="list-style-type: none"> • Develop and contribute to strategy, provide briefings and advice on issues management. • Alert the Secretary to operational or service issues which may escalate, or which may have state-wide impact. • Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the portfolio level. • Achieve endorsement of the portfolio's strategic and corporate plans and goals. • Represent the Secretary in key across and intergovernmental discussions.
Deputy Secretaries	<ul style="list-style-type: none"> • Work cohesively as part of the executive management team to advance the whole portfolio's objectives and build a strong organisation capable of meeting the government's expectations. • Collaborate effectively to ensure strong and aligned primary industries across the department, share and leverage resources and enabling functions
Direct Reports and other senior staff	<ul style="list-style-type: none"> • Provide direction, guidance, updates and feedback, communicate high level priorities, seek feedback on program milestones and deliverables. • Create a culture of achievement and accountability, fostering flexibility, innovation and on-time and on budget delivery.

Who	Why
	<ul style="list-style-type: none"> Provide information and advice about organisational objectives, policies and procedures. Foster a highly collaborative culture and operating model within the group and across the department's groups and agencies.
External	
Key NSW government stakeholders	<ul style="list-style-type: none"> Manage effective relationships and establish strategic partnerships and networks to create a vision for the future of NSW primary industries and solicit support and deliver government, cluster and portfolio initiatives to achieve this vision.
Business and industry leaders	<ul style="list-style-type: none"> Gather information and identify future industry opportunities and manage challenges. Build and maintain effective and supportive relationships and engage dialogue over long term policy strategies. Capitalise on commercial and industry opportunities and collaborating with industry partners.
Management and advisory boards related to the group	<ul style="list-style-type: none"> Ensure coordinated strategies, manage issues and provide support and advice.

Role dimensions

Decision making

- Operates with a high level of autonomy and is fully and directly accountable for accurate, valid and quality strategic advice and reports to the Secretary and Ministers.
- Accountable for the strategic leadership and performance of the group, budget and objectives, exercising delegated responsibilities related to legislation and budgets.
- Directly accountable for strategic and business planning, work performed in the group, delivery of outcomes and effective management and utilisation of human, financial and capital resources within set labour cap and budget parameters and delegated authority of the group.
- Exercises judgement in the absence of precedent and must effectively balance social, environment and economic considerations as well as impacts to government, the portfolio, other agencies and the community.

Reporting line

The role reports to the Secretary.

Direct reports

Up to 5 Direct reports with staff in excess of 700.

Budget/Expenditure

Operating Expenditure - approximately \$180 million

Revenue Budget - approximately \$75 million

Essential requirements

- Tertiary qualifications in economics, business/finance, legal or risk management, any primary industries field or project management and/or significant relevant industry experience.
- Experience in a senior role in government and/or experience in a senior role in the corporate sector.
- A thorough working knowledge of the complexity of operations of NSW government including relevant legislative obligations within the NSW jurisdiction or a similar environment.

Capabilities for the role

The [NSW Public Sector Capability Framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are 4 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.


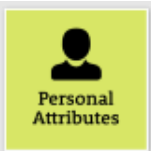
The capabilities are separated into focus capabilities and complementary capabilities.

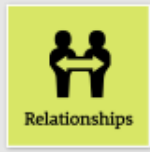
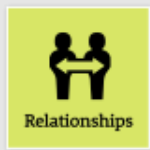
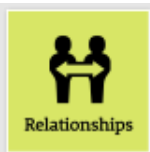
Focus capabilities



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	<ul style="list-style-type: none"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear 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 remain composed and calm and act as a stabilising influence even in the most challenging situations 	Highly Advanced
	 Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<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

Capability group/sets	Capability name	Behavioural indicators	Level
	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	<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 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	<ul style="list-style-type: none">• 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











Capability group/sets	Capability name	Behavioural indicators	Level
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform 	Highly Advanced
	 Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> 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

Capability group/sets	Capability name	Behavioural indicators	Level
	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> • 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 • 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 	Advanced
	 Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
	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	Highly Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Highly Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Highly Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	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	Highly Advanced