

# Role Description

## Senior Commercial Manager



Planning,  
Industry &  
Environment

Cluster	Department of Planning, Industry and Environment
Agency	NSW Land and Housing Corporation (LAHC)
Division/Branch/Unit	Office of Chief Executive
Location	Parramatta
Classification/Grade/Band	Clerk Grade 11/12
Kind of Employment	Ongoing
Role Number	TBC
ANZSCO Code	139999
PCAT Code	1119192
Date of Review	August 2021 (updated from February 2020)
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### 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 NSW Land and Housing Corporation (LAHC) is a Public Trading Enterprise within the DPIE cluster responsible for the public housing portfolio. LAHC owns and manages the Government's public housing portfolio of some 130,000 properties within New South Wales.

*Future Directions for Social Housing in NSW* (Future Directions) sets out the Government's vision to transform the social housing system over the next 10 years with LAHC playing a critical role in delivering the benefits of this new and innovative model for social housing. A key feature is the *Communities Plus* program, which is designed to fast-track the redevelopment of LAHC's social housing portfolio in partnership with the private and community housing sector to deliver significant new and replacement social housing dwellings that are integrated with affordable private dwellings.

### Primary purpose of the role

The Senior Commercial Manager is a senior position within a team that is focused on providing high quality services and thought leadership on commercial, financial transactional and governance aspects of commercial arrangements entered into by the agency and ensure a coordinated approach on property renewal and other programs. This role has a key focus on driving organisational efficiencies and standardisations, ensuring that agreed processes and practices are adhered through proactive stakeholder management.

## Key accountabilities

- Developing financial structures and strategies for deploying NHIF funding within LAHC projects and with LAHC's developer partners
- Provide advice on commercial, financial and deal structures across projects and programs, adopting a strategic and risk-based approach.
- Undertake feasibility assessment for unsolicited proposals and complex transactions
- Contribute to strategic, commercial and policy direction in relation to the LAHC portfolio and programs, to address emergent issues and influence LAHC's future strategic directions.
- Mitigate organisational risks by developing, implementing and maintaining best practice solutions for complex commercial, financial, legal and multi-disciplinary issues.
- Lead the delivery of expert, authoritative and responsive advice in commercial negotiations, for program consistency and objectives alignment across the LAHC portfolio. Guide teams on the formation of negotiation strategies, plans and minimum outcome requirements.
- Undertake, manage and interpret comprehensive financial modelling and analysis to develop project feasibilities in order to identify redevelopment opportunities that meet LAHC's program objectives.
- Provide expert, authoritative and responsive support and advice to the Commercial Director and Chief Executive to lead commercial business planning and implementation in an environment of multi-faceted internal and external stakeholders needs.

## Key challenges

- Manage/resolve conflict between competing priorities, policies, programs and stakeholders, and anticipate and address contentious issues and provide accurate advice on complex issues, given the need to collect and assimilate information from a variety of different sources whilst maintaining confidentiality and exercising diplomacy.
- Develop innovative and commercial viable solutions for a Public Trading Enterprise operating within NSW government guidelines, policy and legislative frameworks.
- Establish relationships and manage linkages and complex dependencies with internal stakeholders.

## Key relationships

Who	Why
<b>Internal</b>	
Director, Commercial	<ul style="list-style-type: none"> <li>• Seek direction, advice and support</li> <li>• Provide information, feedback and recommendations which influence planning and decision making</li> </ul>
Team Members	<ul style="list-style-type: none"> <li>• Provide information and advice</li> <li>• Provide guidance, professional support and advice.</li> </ul>
Executive Directors and teams	<ul style="list-style-type: none"> <li>• Advice on commercial and financial matters and negotiation strategies, to facilitate delivery of innovative business models and facilitate consistency and alignment across programs.</li> <li>• Ensure the appropriate level of reporting is provided to the Director Commercial and the Chief Executive</li> </ul>
LAHC legal team	<ul style="list-style-type: none"> <li>• Work alongside the LAHC legal team to ensure consistency and facilitate discussions with the project teams providing input and advice</li> </ul>

Who	Why
Housing and Property Group	<p>on commercial matters and issues resolution related to projects,</p> <ul style="list-style-type: none"> <li>Establish effective networks with HAP colleagues to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues</li> </ul>
<b>External</b>	
Non-government Organisations	<ul style="list-style-type: none"> <li>Work collaboratively to understand project vision and guiding principles, and risks and opportunities, to inform project outlook and guide decision making</li> </ul>
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>Foster collaborative relationships and partnerships with other NSW Government stakeholders and agencies, to advance mutual interests, working closely with key agencies such as Treasury and DPC</li> </ul>
Community	<ul style="list-style-type: none"> <li>Engage with service providers and client groups to share the project vision and provide feedback to inform project risk mitigation.</li> </ul>

## Role dimensions

### Decision making

- Carries a high level of autonomy in setting own priorities, and those of any staff/project staff supervised, in alignment with management.
- Ensures recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as a source of expert advice to internal stakeholders across the Department.
- As necessary, consults with management on a suitable course of action in matters that are sensitive, high-risk or business-critical, or for those issues that have far reaching implications with respect to resources or quality advice provision.

### Reporting line

Director, Commercial

### Direct and indirect reports

As per organisational chart.

### Budget/Expenditure

This is a general financial limit and does not apply to every delegation. Refer to the Financial Delegations for LAHC.

### Key knowledge and experience

- Thorough knowledge and understanding of contemporary approaches to strategic procurement best practice and housing policy development, financing, approvals and implementation.

## Essential requirements

- Tertiary qualifications in a related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.

## Work Health and Safety Obligations

All LAHC People Leaders have a responsibility to:

- Provide a safe and healthy workplace for staff, visitors, contractors and tenants
- Proactively manage work health and safety risks and carry out risk assessments to eliminate or control workplace hazards
- Provide resources to implement controls to eliminate risks in your area of control
- Ensure WHS hazards, incidents, injuries and near misses are investigated in a timely manner and appropriate controls implemented
- Promote WHS awareness and ensure WHS training is undertaken by staff
- Consult with WHS representatives on WHS issues

## Travel

The role may involve travel both locally and regionally, including overnight travel, as required by the business and/or directed.

## Important Information

All Departmental employees are required to comply with policies and guidelines for employment equity and diversity, ethical and fair workplace practices, work health and safety and, code of conduct to ensure professionalism in the workplace.

Appointments to the Department are subject to reference checks. Some positions may also be subject to a criminal record check and a working with children check.

Please visit the Department's website for further important information about the Department.

## 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
 <p>Personal Attributes</p>	<p><b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 <p>Relationships</p>	<p><b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
	<p><b>Work Collaboratively</b> Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced

<p><b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced	
	<p><b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>	Advanced
<p><b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>• Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>• Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>• Monitor the progress of initiatives and make necessary adjustments</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>• Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>• Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>	Advanced	



### Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept



### Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
- Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
- Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
- Work to remove barriers to achieving goals

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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	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
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	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
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept