

Role Description

Deputy Secretary, Strategy, Delivery and Performance



Regional
NSW

Cluster	Regional NSW
Agency	Department of Regional NSW
Classification/Grade/Band	Senior Executive Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	2119192
Date of Approval	April 2020
Agency Website	www.drnsw.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.

Primary purpose of the role

The Deputy Secretary, Strategy, Delivery and Performance supports the Secretary to provide leadership and strategic direction to the integrated delivery of programs, policy development and services within the Cluster, and implement the government's vision for a complex and significant Regional NSW portfolio. The role is responsible for setting the strategic direction for the whole-of-Cluster data and analytics function, monitoring performance of the Cluster, providing valuable data insights into regional NSW, and working with the other Deputy Secretary's to identify and implement business improvements.

The role is also responsible for playing a crucial whole-of-Government policy coordination role, drawing on the data and insights gained from within the business unit, to improve policy development and delivery for regional communities. The role also oversees the NSW Resources Regulator to ensure independence from the Mining, Exploration and Geoscience Group.

Key accountabilities

- Drive and deliver an integrated, coordinated, and holistic framework and approach across the Regional NSW portfolio; develop outcomes and outputs to measure performance in a collaborative manner, adopt best practice in design and approach, and apply consistent and coherent decision making.
- Ensure alignment with, communicate, and implement the Cluster's vision and overall direction; provide leadership and guidance, and act as a key interface with Treasury and other Clusters on key strategy and outcomes
- Support agencies to focus on customer service, continuous development and improvement, and operational excellence.

- Provide timely, strategic, expert and authoritative advice to the Minister/s and Secretary to enable fully informed evidence-based strategic policy and planning recommendations and decisions.
- Collaborate to deliver effective governance across the Cluster as a key participant in critical planning and decision-making processes which underpin strategic goals and outcomes.
- Evaluate and manage highly sensitive and contentious operational or service delivery issues to ensure that financial, reputational, and business risks are minimised.
- Drive effective budgeting, corporate and business planning, and program evaluation frameworks to optimise the return on government's financial, human, intellectual and physical investments in the delivery of the Cluster's programs.
- Represent the NSW Government and Cluster in consultations and negotiations with key external stakeholders, including other government jurisdictions nationally and/or internationally, to optimise outcomes for the Cluster and the NSW Government.

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.
- Driving and strengthening the focus on vision, goals, improved performance and key outcomes across multiple programs and services with strong community engagement.
- Building the Cluster's reputation with key stakeholders, including industry and the community, as an efficient and best practice organisation and service provider.

Key relationships

Who	Why
Ministerial	
Responsible Ministers	<ul style="list-style-type: none"> • Consult directly with the relevant Ministers, providing accurate information, interpretation of planning and decision influences and timely responses to sensitive or contentious issues. • Maintain effective relationships with Ministerial staff.
Internal	
Secretary	<ul style="list-style-type: none"> • Engage with the Secretary to negotiate budgets and resources consistent with strategic plans and goals. • Consult with the Secretary on emerging policy issues and potential solutions. • Alert the Secretary to operational or service issues which may escalate, or which may have significant or state-wide impact. • Communicate information related to performance against budget and potential variations which may impact budgeting or budget performance at the cluster level. • Achieve endorsement of strategic and corporate plans and goals.
Executive	<ul style="list-style-type: none"> • Contribute to executive decision-making processes and implementation of appropriate performance and delivery frameworks.
Deputy Secretary, Corporate Services	<ul style="list-style-type: none"> • Jointly Chair – Finance and Performance Committee • Work collaboratively to ensure resources are delivering outcomes

Who	Why
External	
Community/Industry stakeholders	<ul style="list-style-type: none"> Work with agencies to manage relationships with key community and/or industry stakeholders or groups to ensure that programs and services are high quality and targeted to meet evolving needs.
Other NSW Government stakeholders	<ul style="list-style-type: none"> Maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the Cluster.
Broader government stakeholders	<ul style="list-style-type: none"> Maintain effective relationships with key stakeholders across other tiers of government in NSW, across other jurisdictions and nationally, to exchange on matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services.

Role dimensions

Decision making

The role:

- operates with a high level of autonomy and is fully and directly accountable for the content, accuracy, validity and quality of strategic advice and reporting.
- represents the Cluster and the Government position to State agencies, industry, community and individual stakeholders to deliver decisions that achieve desired outcomes.
- is directly accountable for Cluster strategic and business planning, work performed in the Portfolio, delivery of outcomes and effective management and utilisation of human, financial and capital resources within set labour cap and budget parameters and delegated authority.
- supports the Secretary to make decisions in relation to priority activities with recommendations and advice considered to be of critical importance.
- may be required to exercise judgement in the absence of precedent and must effectively balance social, environment and economic considerations as well as impacts to Government, the Cluster, other agencies and the community.

Reporting line

The role reports to the Secretary of the Department of Regional NSW.

Direct reports

Executive Director, Strategy, Advice and Economics

Executive Director, Performance and Delivery

Executive Director, NSW Resources Regulator

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualifications in a relevant area and/or equivalent experience.

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.


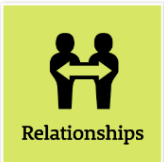
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

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
 Personal Attributes	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"> • 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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Work Collaboratively		Advanced
	Collaborate with others and value their contribution	<ul style="list-style-type: none"> • 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 	
	Influence and Negotiate		Highly Advanced
	Gain consensus and commitment from others, and resolve issues and conflicts	<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 and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate 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 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Results	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"> 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