

Role Description

Executive Director Strategy & Regulatory Policy



Department of Primary Industries
and Regional Development

Portfolio	Primary Industries and Regional Development
Department/Agency	Department of Primary Industries and Regional Development
Group/Division/	Agriculture and Biosecurity/Strategy and Regulatory Policy
Classification/Grade/Band	PSSE Band 2
Senior executive work level standards	Work Contribution Stream: Policy
ANZSCO Code	1111111
PCAT Code	2321391
Date of Approval	October 2024
Agency Website	www.dpird.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.

The Strategy and Regulatory Policy Division provides a proactive forward-looking capability, ensuring that biosecurity, animal welfare and research and development strategies are implemented, and policy and regulatory integrity and reform is prioritised, strategic and critical initiatives or reforms are resourced appropriately, and stakeholders are engaged in the design and development of policy and regulation which is future-focused. The Division also drives robust organisational governance and assurance to underpin effective financial management, budgetary controls and optimum return on investment within the Agriculture and Biosecurity Division.

Primary purpose of the role

The **Executive Director Strategy and Regulatory Policy** leads and directs the development of strategies and robust regulatory reforms geared towards positioning the Agriculture and Biosecurity Group to fully and effectively respond to current and emerging challenges and trends across client industries and stakeholders throughout NSW. The Division proactively delivers strategic client and stakeholder communication and targeted engagement to inform the development of reform proposals, evaluate policy and regulatory effectiveness, and ensure that regulatory reforms align with government's goals and priorities.

This role will also be responsible for establishing and maintaining effective governance frameworks across the department and Local Land Services, ensuring compliance, transparency, and consistency in decision-making processes.

The Executive Director oversees a range of governance and assurance functions across the Group,



including financial strategy and advice, budget analysis and management, to support effective planning and decision-making.

The role is a member of the Agriculture and Biosecurity Executive Leadership Team, participating and contributing to broader Group strategic planning and decision-making, and is also responsible for the provision of strategic and tactical advice on regulatory integrity to the Deputy Secretary, Agriculture and Biosecurity, and the Minister for Primary Industries.

Key accountabilities

- Direct the delivery of innovative strategies and regulatory reform by leading development, review and implementation activities, implementing robust stakeholder engagement frameworks and processes, reflecting government and ministerial policy directions and adopting national and international best practice.
- Drive the development of strategic evidence-based regulatory policy, regulatory design, planning, and stakeholder management advice, and support the Minister, Deputy Secretary and Secretary with a proactive future perspective on the optimisation of Agriculture and Biosecurity strategies, policy implementation, and regulatory compliance.
- Direct the effective planning, application, and ongoing evaluation of financial, human, and physical resources, and embed risk management and governance practices and frameworks to achieve effective returns on government's investments.
- Establish and build a proactive network of strategic relationships across key stakeholder groups, other jurisdictions, and partners, to ensure that the Group is abreast of current and emerging issues and trends, including domestic and international best practice, innovative approaches and opportunities to support the achievement of the business objectives.
- Act as a principal representative for the Department in engagements and negotiations with key industry stakeholders, community groups, and Commonwealth and State agencies, to ensure that the Department's and Government's goals and objectives are delivered.
- Oversight Group governance and assurance functions, and the provision of strategic financial analysis and advice, and program assurance.
- Collaborate with DPIRD Policy Reform and Evidence Group to provide timely, strategic, evidence-based and expert policy/regulatory advice to Ministers' Offices, the Secretary, Deputy Secretary and executive leadership to enable fully informed recommendations which support achievement of outcomes aligned with government's goals and priorities, and to manage contentious and emerging issues.
- Participate and contribute to Agriculture and Biosecurity Leadership Team planning and decision-making processes, ensuring that appropriate synergies and collaborations are implemented to achieve optimal supports to the Deputy Secretary.

Key challenges

- Leading a broad scale and challenging regulatory implementation and reform program across areas with high levels of community and industry interest and significant potential economic impact for the state and formulating outcomes based regulatory frameworks for the Minister's office and NSW Government where the availability of information is limited, there are legislative and legal constraints, and the views of industry and community stakeholders are highly variable and changing.
- Operating in an environment subject to ongoing changes and undertaking forward planning to ensure regulatory reforms and strategies are integrated with broader Department and government objectives.
- Supporting the Minister and Deputy Secretary in the development of the Agriculture and Biosecurity regulatory reform agenda, while effectively managing matters with a high level of political interest and public visibility, including issues which are highly sensitive and frequently impact on the community, industry, and the environment.

Key relationships

Internal

Who	Why
Deputy Secretary Agriculture and Biosecurity	<ul style="list-style-type: none">• Provide strategic legislative and regulatory advice and information on a wide range of emerging issues/risks which may impact the Group, Department or State-wide impact; identify their implications and propose solutions• Achieve endorsement of strategic plans, priorities and reform initiatives
Direct Reports	<ul style="list-style-type: none">• Inspire, motivate, provide direction and manage performance and development
DPIRD Policy and Regulatory Professional peers	<ul style="list-style-type: none">• Contribute to implementation of consistent and cohesive frameworks for policy and regulation development and response across the Department• Build and reinforce a collaborative culture and a focus on excellence by encouraging knowledge sharing and leverage, and open communications channels and practices

External

Who	Why
State and Federal government agencies, peak industry bodies, key industry stakeholders	<ul style="list-style-type: none">• Create and maintain strategic partnerships and networks with key stakeholders

Ministerial

Who	Why
Minister/Office of the Minister	<ul style="list-style-type: none">• Provide accurate information and interpretation of issues relevant to the delivery of key policy and legislative reform initiatives and timely responses to sensitive or contentious issues• Collaborate and maintain open relationships to expedite responses and information transfer

Role dimensions

Decision making

- Accountable for advice provided to the Deputy Secretary and Government on proposed regulatory policy and initiatives
- Providing high level strategic advice and contribute to complex issue resolution, as a member of the Deputy Secretary's Executive Leadership team, and supporting the provision of advice to the Secretary and to the Minister.
- Exercises flexibility in the application of human, financial and physical resources under the control of the role without referral to the Deputy Secretary.
- Refers to Deputy Secretary only those decisions that involves a significant change to government policy, changes in the organisational structure of the Branch or which require a higher delegation or approval.
- Ensuring and promoting compliance with all relevant policy, procedures, legislation and regulations.

Reporting line

Deputy Secretary Agriculture and Biosecurity

Direct reports

4 to 6 Direct Reports
Total Workforce ~ TBC FTE

Budget/Expenditure

LEC/OPEX/GRANTS/CAPEX ~ \$50m (estimate only to be confirmed)

Key knowledge and experience

- Demonstrated depth and breadth of knowledge and comprehension of current and emerging issues and risks which impact the sustainability of agricultural industries and mitigation of biosecurity risks across NSW.
- Demonstrated capability to exercise influence and achieve consensus around contentious or sensitive issues, particularly where a wide range of perspectives is involved.
- Knowledge of and appreciation for regional NSW communities and the challenges, opportunities and experiences that drive their prosperity.
- Proven experience at a senior executive level, in developing and evaluating strategy and policy, leading regulatory reform and in managing a team in the achievement of business goals.
- Proven experience at a senior executive level of building and enhancing stakeholder relations and strategic partnerships in the context of competing needs and priorities across government and non-government sectors.

Essential requirements

- Tertiary qualifications in a public administration, commercial or business-related discipline, or related professional/technical qualification and/or substantial demonstrated 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
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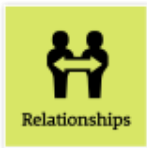


Display Resilience and Courage

Be open and honest, prepared to express your views, and willing to accept and commit to change

- Remain composed and calm and act constructively in highly pressured and unpredictable environments
- Give frank, honest advice in response to strong contrary views
- Accept criticism of own ideas and respond in a thoughtful and considered way
- Welcome new challenges and persist in raising and working through novel and difficult issues
- Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues

Advanced

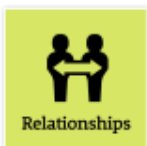


Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Present with credibility, engage diverse audiences and test levels of understanding
- Translate technical and complex information clearly and concisely for diverse audiences
- Create opportunities for others to contribute to discussion and debate
- Contribute to and promote information sharing across the organisation
- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
- Explore creative ways to engage diverse audiences and communicate information
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in plain English and in a range of styles and formats

Advanced



Work Collaboratively

Collaborate with others and value their contribution

- 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

- 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

Highly Advanced



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff
- Influence the organisation's current and potential future role within government and the community, and plan appropriately
- Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning
- Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes
- Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government

Highly Advanced



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- 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



Project Management

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced



Manage Reform and Change

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



- Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies
- Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context
- Create an organisational culture that actively seeks opportunities to improve
- Anticipate, plan for and address cultural barriers to change at the organisational level










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
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
	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
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	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
	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