

DRAFT Role Description

Executive Director, Regional



Planning,
Industry &
Environment

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| Cluster | Planning, Industry & Environment |
| Agency | Department of Planning, Industry & Environment |
| Division/Branch/Unit | Crown Lands |
| Classification/Grade/Band | Band 2 |
| Senior Executive Work Level Standards | Work Contribution Stream: Service/Operational Delivery |
| ANZSCO Code | 111211 |
| PCAT Code | 3119192 |
| Date of Approval | December 2019 |
| Agency Website | https://www.dpie.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 Housing and Property Group within Department of Planning, Industry and Environment (DPIE) oversees the management of state government assets, including the management of Crown land, the NSW Government's social housing portfolio, oversight of strategic use and disposal of government owned land and the management of the State's most notable tourist destinations, such as the Rocks, Sydney and the Sydney Olympic Park. The Group also includes the Aboriginal Housing Office, the Valuer General and the Land and Housing Corporation.

The Group leverages public and private sector expertise to improve place-based outcomes, providing greater access and choice of housing through initiatives such as an end-to-end housing strategy, and improving outcomes for Aboriginal communities to maximise community benefit from government owned land and property.

Primary purpose of the role

Lead and manage Crown Lands Regional operations to ensure the effective delivery of Crown Lands strategic objectives, priorities and programs. The primary focus is on strategic planning and delivering of regional services including building and maintaining key stakeholder relationships. The role also provides expert and independent advice to the Deputy Secretary Crown Lands, Crown Lands Commissioner, Group Deputy Secretary Housing and Property Group, Secretary and Minister/s.

The risk management and delivery of complex land management and property programs to ensure coordination with DPIE and other government agencies including the Department of Premiere and Cabinet, and NSW Treasury.

Key accountabilities

- Lead regional Crown Lands operations and functions, to effectively deliver programs, services and achieve positive outcomes for local communities.
- Drive the implementation of operational policy for the management and use of Crown Land to ensure effective asset management across regional NSW.
- Provide expert strategic advice to the Deputy Secretary Crown Lands, Crown Lands Commissioner, Group Deputy Secretary Housing and Property Group, Secretary and Minister/s on significant regional lands and infrastructure projects, and effective management of specific issues.
- Drive operational and organisational change initiatives aligned to strategic priorities including supporting the State Strategic Plan and managing and mediating complex stakeholder interests and needs within the directorate to develop a customer focused service delivery culture which is responsive to customer and stakeholder needs.
- Drive the delivery at a regional level of centrally developed projects addressing diverse and complex planning and management matters given considerable pressures from Government, community and industry.
- Maintain effective relationships with Ministerial Offices and other government agencies on regional issues to foster and facilitate their optimal collaboration, participation and commitment to the NSW Government's priorities and strategy.
- Lead and guide, as a member of the executive team organisational change including ongoing professional development of staff and effective communication and engagement to ensure that regional services has the capabilities to deliver on its responsibilities and achieve desired outcomes now and into the future.
- Foster innovative approaches to modernising practices, systems and operational policies to ensure a more contemporary and high performing Crown Lands with positive stakeholder support.

Key challenges

- Balancing competing environmental, natural resource and economic demands within the development and delivery of strategies and management of land and marine assets under the Division's management, given the large commercial, environmental and social value of these assets, and long-term economic benefit to NSW.
- Providing innovative, conceptual solutions to issues requiring sound judgement within a politically and socially sensitive environment, developing policies and strategies which meet government and stakeholder needs.
- Leading and delivering projects with a regionally dispersed workforce in Crown Lands requiring astuteness and sound judgment, given diverse community expectations and stakeholders.

Key relationships

| Who | Why |
|------------------------------------|---|
| Ministerial | |
| Minister/s and Ministerial offices | <ul style="list-style-type: none"> • To provide expert briefings on new and emerging issues. • To ensure responsive and effective stakeholder and community |

| Who | Why |
|---|--|
| | management approaches. |
| Internal | |
| <ul style="list-style-type: none"> Secretary, Group Deputy Secretary, Deputy Secretary Crown Lands | <ul style="list-style-type: none"> Provide financial and business performance advice on programs managed within the unit. The position liaises regularly with the Deputy Secretary Crown Lands on significant issues and matters, which are outside the position's delegation. Contributes to business leadership within the Crown Lands Executive Team. Clarifies and advises on specific and technical business unit issues. Exchange information on new business opportunities and provide guidance on capitalising on them. |
| Department of Planning, Industry and Environment (DPIE) | <ul style="list-style-type: none"> Within DPIE the role has contact with other executive teams to establish effective business relationships and negotiate on cooperative ventures and service agreements. |
| Directors | <ul style="list-style-type: none"> Provide leadership to manage operations and resources across multiple regional sites, provide interpretation and guide implementation of policies, monitor performance and assist with client negotiations and complaints. Exchange information on new business opportunities and provide guidance on capitalising on them. Influence and provide executive advice as part of day to day operations. |
| External | |
| Other NSW government agencies | <ul style="list-style-type: none"> Develop whole of government approaches on key issues, negotiate consistent policies and promote the efficient utilisation of resources. |
| Industry, other stakeholders, peak bodies | <ul style="list-style-type: none"> The position establishes and develops effective business partnerships and networks with key industry stakeholders and customers to ensure that clear standards of customer service are established and provided by the business unit in respect to projects undertaken. Ensure that the business complies with regulations, community needs and best practice. Responds to and provides advice on contentious land / use issues across the State. Manage complex negotiations from industry and or Government stakeholder groups with an interest in the use of projects and facilities provided through its programs and assets on the Crown Estate. Manage and liaise with media on regional issues. |

Role dimensions

Decision making

The Executive Director has a high level of autonomy in making decisions on projects and transactions and, subject to delegations, recommending actions to the Deputy Secretary and Group Deputy Secretary of the broader group. The Executive Director is accountable for all elements of the successful delivery of projects and

transactions within their portfolio subject to delegations under the *Crown Lands Management Act 2016* and *relevant policies and guidelines*.

Consultation with the Deputy Secretary Crown Lands is required on those decisions that involve a significant change to government policy, changes in the organisational structure of the branch, or where a higher delegation or approval is required.

Reporting line

Deputy Secretary, Crown Lands

Direct reports

3 Direct reports

Budget/Expenditure

TBA

Essential requirements

- Extensive experience in leading multiple regional operations and functions across a large geographic area focused on land management and infrastructure projects and driving policy, strategies and programs.
- Expert and comprehensive knowledge of legislation governing the management and administration of Crown lands.
- Lead and manage organisational change and transition as part of a coordinated program supported by executive management.

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 | Highly Advanced |
| | Manage Self | Advanced |
| | Value Diversity | Advanced |
|  Relationships | Communicate Effectively | Advanced |
| | Commit to Customer Service | Highly Advanced |
| | Work Collaboratively | Advanced |
| | Influence and Negotiate | Advanced |
|  Results | Deliver Results | Advanced |
| | Plan and Prioritise | Advanced |
| | Think and Solve Problems | Advanced |
| | Demonstrate Accountability | Advanced |
|  Business Enablers | Finance | Advanced |
| | Technology | Adept |
| | Procurement and Contract Management | Advanced |
| | Project Management | Advanced |
|  People Management | Manage and Develop People | Advanced |
| | Inspire Direction and Purpose | Advanced |
| | Optimise Business Outcomes | Adept |
| | 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 challenging situations |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|-----------------|--|
| Personal Attributes Act with Integrity | Highly Advanced | <ul style="list-style-type: none"> • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such report |
| Relationships Commit to Customer Service | Highly Advanced | <ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes |
| Relationships Work Collaboratively | Advanced | <ul style="list-style-type: none"> • Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance |
| Results Deliver Results | Advanced | <ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes |
| Results Demonstrate Accountability | Advanced | <ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|---|----------|---|
| | | <p>and business goals</p> <ul style="list-style-type: none"> • 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 | Advanced | <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 direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance |
| Business Enablers Project Management | Advanced | <ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals |
| People Management Inspire Direction and Purpose | Advanced | <ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes • Create opportunities for recognising and celebrating high |

NSW Public Sector Capability Framework

Group and Capability

Level

Behavioural Indicators

performance at the individual and team level

- Work to remove barriers to achievement of goals