

Role Description

Director Housing Policy



Regional
NSW

Cluster/Agency	Department of Regional NSW
Division/Branch/Unit	Strategy and Performance
Location	Dubbo, Queanbeyan, Armidale or Coffs Harbour
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	August 2021
Agency Website	www.regional.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 Director Housing Policy leads and directs the development of the Government's overarching regional NSW housing policy, taking into account government objectives, supply and demand, affordability, diversity and sustainability. This includes leading consultation with stakeholders and the development of business cases for strategic approaches to deliver the housing NSW needs for the future. The Director is required to engage with the DRNSW and DPIE Executive, business units and key stakeholders across government, industry, councils and the private sector.

Key accountabilities

- Assess and review current and future policy, strategy and strategic program evidence to inform the current and future policy priorities in relation to housing in regional NSW.
- Develop strategies for the continuous monitoring, evaluation and improvement of all aspects of policy, strategy and strategic program implementation, including risk and contingency management, benefits realisation and measures to achieve program outcomes.
- Lead change management and communication strategies that support the effective implementation of the strategy, and associated actions.
- Lead and undertake the development of specifications and business cases which addresses key housing challenges including the Special Activation Precincts program, Regional Jobs Precincts, Regionalisation of the NSW Public Service initiative, Improving Housing Supply Diversity, Regional

Centres where there is significant housing stress and locations where housing is a barrier to key workers being attracted.

- Provide strategic advice and counsel on complex issues to Ministers, the executive leadership team, key stakeholders and across the directorate.
- Influence and negotiate government and sector relations at local, state and federal levels, providing an evidenced and informed view of housing need to inform future strategy.
- Develop, implement and manage a rolling program to develop new actions which respond to the changing housing environment in Regional NSW.

Key challenges

- Keeping abreast of the evolution of strategic direction for housing and developing strategies and strategic actions to respond to this and maintaining up to date knowledge of relevant legislation and industry changes and infrastructure needs impacting the property market.
- Collaborating with DPIE, Treasury, non-government and other stakeholders as well as DRNSW colleagues to deliver innovative approaches and solutions to housing issues across Regional NSW.

Key relationships

Who	Why
Internal	
Executive Director Regional Delivery	<ul style="list-style-type: none"> • Receive broad guidance, professional support, provide expert advice and exchange information.
Deputy Secretary, Strategy Delivery and Performance	<ul style="list-style-type: none"> • Provision of subject matter expertise and resource on all areas related to housing reforms, obtain advice and facilitate input.
DPIE	<ul style="list-style-type: none"> • Exchange information, influence strategic outcomes, obtain co-operation and provide advice
Direct reports	<ul style="list-style-type: none"> • Provide leadership, facilitate ongoing professional development and exchange information
External	
Local Government and NSW government agencies in regional NSW,	<ul style="list-style-type: none"> • Engages with, builds and maintains effective working relationships

Role dimensions

Decision making

Operates with autonomy in respect to agreed work plan, exercises delegated authority and is fully accountable for the quality, integrity and accuracy of expert advice provided.

Reporting line

Executive Director Regional Delivery

Direct reports

As per organisational chart

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualifications and/or demonstrated equivalent industry/professional experience at a senior level, with demonstrated commitment to ongoing professional development;
- Management including project and change management experience, preferably gained in a large, complex organisation;
- Thorough knowledge and understanding of contemporary approaches to housing policy and practice and NSW Planning systems.

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

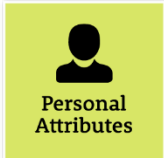
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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
	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	Advanced

- 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



Communicate Effectively

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

- 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

Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- 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

Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- 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

Advanced

- 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



Think and Solve Problems

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

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced

Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Adept



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

Adept

- 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



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- 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

- 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

- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
- Assist others to address emerging challenges and risks and generate support for change initiatives

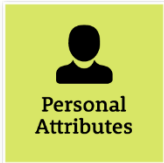

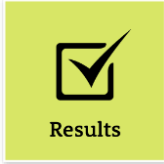


Advanced

- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
- Implement structured change management processes to identify and develop responses to cultural barriers

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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	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	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Business Enablers	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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept

