

Role Description

General Manager Greater Sydney Region

Cluster	Planning, Industry and Environment
Agency	Local Land Services
Location	Various
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	14 December 2016 (updated November 2019)
Agency Website	http://www.lls.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 of land, water and mining, energy, and growing our industries. There is a strong emphasis on regional NSW.

Local Land Services (LLS) is an Executive Agency related to the cluster. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally-based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services, private native forestry and the Soil Conservation Services.

Primary purpose of the role

Lead, plan and direct regional operational functions to ensure the successful delivery of LLS state and regional strategic objectives. The General Manager promotes LLS and engages with local communities and stakeholders, building productive partnerships to deliver LLS objectives, programs and projects. The position also provides strategic advice to the local board and collaborates with the LLS Senior Executive, working on LLS matters/projects.

Key accountabilities

- Lead and manage regional staff, resources and operations to ensure the delivery of efficient, effective and timely services consistent with local board and LLS corporate objectives, and LLS cultural expectations.
- Provide strategic leadership and advice to develop and implement regional objectives and plans and contribute to LLS state strategic planning and delivery
- Manage and report on regional LLS performance, budgets and financial expenditure, and implementation of business and governance systems, policies and procedures.

- Foster relationships with local community groups to encourage community views, establishing consultative forums to seek representation and advice on specific issues such as Aboriginal cultural heritage, natural resource management, plant and animal pest control, biosecurity and agricultural productivity.
- Develop beneficial partnerships and networks with key regional industry and community stakeholders, industry peak bodies and Government agencies for funding, project or program delivery, information exchange and support, and actively promote the LLS and its activities.
- Manage regulatory and compliance functions of the local board to meet Government requirements and deliver high quality outcomes against independent and internal audits.

Key challenges

- Guiding and managing a complex set of relationships and changes necessary to develop an effective and customer-focused local service, including achieving integrated service delivery across biosecurity, natural resource management, primary production advice and emergency response to meet the needs of LLS as one agency.
- Keeping abreast of changes in customer needs and government direction, policies and legislation to ensure the efficient, effective and consistent delivery of all LLS operations and.
- Leading a proactive and innovative approach to business development and creating partnerships and networks, at a senior level within LLS, with relevant organisations and with community and industry groups to build the “one” LLS brand whilst sustaining local operations.

Key relationships

Who	Why
Internal	
Local Board Chair	<ul style="list-style-type: none"> • Provide strategic advice and information that influences decisions made in the development and implementation of regional plans and policies to ensure the objectives of LLS are met. • Build strategic partnerships and work with the local board to adopt strategies and plans where there are conflicting business interests and opinions.
Chief Executive Officer	<ul style="list-style-type: none"> • Functional reporting line on state wide plans, initiatives and programs to ensure consistency and efficiency of approach across the state.
LLS Senior Executive	<ul style="list-style-type: none"> • Collaborate and model organisational culture and operations, working collaboratively in a ‘team together, team apart’ approach • Align LLS and local strategic priorities and budget imperatives • Operate collaboratively to develop and execute a consistent, effective and efficient approach to leadership of the business.
Local Management Team	<ul style="list-style-type: none"> • Inspire and motivate the local senior management team, provide direction and support and manage performance and delivery of services.
External	
Industry Stakeholders/Community groups and organisations, State and Federal agencies	<ul style="list-style-type: none"> • Provide advice and support on a range of issues and balance a range of competing and conflicting priorities to ensure the effective and efficient delivery of LLS services and operations

Who	Why
	<ul style="list-style-type: none"> Ensure a high degree of customer and stakeholder input and satisfaction on the delivery of LLS services

Role dimensions

Decision making

Manages and directs the local staff and their activities in accordance with:

- direction from the local chair and LLS Board;
- in accordance with central operational requirements and statewide strategies
- .

Make critical operational decisions for the development, planning and implementation of strategic directions and goals for the benefit of customers, stakeholders and LLS which are consistent with the State Strategic Plan and Local Strategic Plan.

Reporting line

- Chief Executive Officer provides direction to the General Managers on statewide initiatives and programs, ensuring consistency in approach across the state.
- The General Managers work closely with the local Chairs boards to set local strategy, monitor local performance and ensure the region's provide locally-relevant services.

Direct reports

5-7 Direct reports

Budget/Expenditure

As defined in LLS delegations. General financial delegation up to \$500,000. Regional budgets vary from approx. \$11 million to approx. \$25 million.

Essential requirements




- NSW Driver's licence.

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	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 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 Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines • 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
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Finance	Adept	<ul style="list-style-type: none"> • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
		<ul style="list-style-type: none"> • Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures • Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions • Understand and apply financial audit, reporting and compliance obligations • Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate • Seek specialist advice and support where required • Make decisions and prepare business cases paying due regard to financial considerations
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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 performance at the individual and team level• Work to remove barriers to achievement of goals