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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Planning, Land Use Strategy, Housing and Infrastructure / Infrastructure Policy** |
| **Location** | **Parramatta** |
| **Classification/Grade/Band** | **Clerk Grade 9/10** |
| **ANZSCO Code** | **232112** |
| **PCAT Code** | **1311192** |
| **Date of Approval** | **May 2022 (updated October 2024)** |
| **Agency Website** | **https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure** |

Agency overview

The Department of Planning, Housing and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

We strive to be a high performing, world class public service organisation that celebrates and reflects the full diversity of the community we serve and builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

Primary purpose of the role

The Manager Open Space Programs develops and delivers state-wide programs for public open space as part of the Department’s broad reaching planning reform program, including the Public Space Legacy Program that partners with over 30 local councils around the state to achieve planned objectives to provide more, better shared and open space for the community.

# Key accountabilities

* Manage a team to deliver open space programs collaboratively and ethically to ensure the programs meet Government policy and Department work commitments in relation to allocated program milestones, outcomes and funding allocations.
* Undertake and promote collaborative open space and planning processes as part of the management team, focused on the delivery of best-practice open space strategic planning across the Department and other Agencies.
* Undertake qualitative and quantitative research and analysis to evaluate issues and formulate evidence based options and recommendations to support policy and program development and implementation.
* Provide timely, expert and accurate advice internally to enhance informed decision making within the Division and across the Department about policy issues and initiatives.
* Build and maintain partnerships with internal and external stakeholders to enhance engagement, consultation and negotiation on policy work.
* Contribute to the development of policy and ongoing policy monitoring and evaluation to assess the environmental social and economic impacts and enhance consistent policy execution and quality service delivery.
* Prepare detailed and accurate reports, submissions, briefing notes and correspondence to address identified issues and respond to requests for information.
* Contribute to the development and maintenance of systems, policies and procedures to enhance effective team operations.

Key challenges

* Maintaining up to date knowledge of policy development and related issues and providing considered policy advice and solutions as applicable across a wide range of highly technical planning matters, in a high volume pressure environment with competing priorities and tight timeframes.
* Managing teams, programs, expectations and sometimes conflicting interests of diverse stakeholders for whom policy impacts are most critical in a changing and time pressured environment.
* Translating complex technical information into easy to understand, plain English policy, reports and correspondence.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Senior Manager and Director | * Receive instructions and provide support required * Provide analysis, advice and recommendations regarding allocated policy projects * Inform of and escalate emerging or sensitive issues * Contribute to development and implementation of team work program |
| Department business units including infrastructure assessment and compliance teams, regional teams, Legal Services and e-Planning | * Build effective partnerships and communication networks * Provide advice, input and specialist policy and practice knowledge * Consult to communicate policy proposals and to develop and implement consistent and informed policy * Liaise to obtain feedback regarding policy issues and directions, and to resolve and provide solutions * Liaise to ensure recommendations can be appropriately implemented |
| Team members | * Share information and expertise and assist to mentor and coach * Collaborate to solve identified issues and problems * Participate in team meetings and contribute ideas to improve program, policy, service delivery and work outcomes |
| **External** |  |
| Commonwealth, State and Local Government agencies | * Develop relationships and communication networks to consult and encourage participation in the policy process * Provide advice, share policy information and respond to issues * Represent the Department at community and stakeholder events |

# Role dimensions

## Decision making

The Manager Open Space Programs:

* receives advice and guidance from the Senior Manager or Director but has responsibility for setting and organising own work priorities within the overall agreed work program
* works independently with limited supervision as well as making a contribution as part of the team
* undertakes deliverables within project scope, budget, timeframes and quality standards
* prepares reports, submissions, briefing notes and correspondence for review by the Senior Manager and approval by the Director
* is required to comply with applicable legislation, policies and administrative frameworks
* may oversee the work of contractors and consultants for specific projects, as requested, to ensure delivery within project scope requirements

## Reporting line

Senior Manager Open Space Programs

## Direct reports

Up to 5 direct reports.

Key knowledge and experience

* Knowledge of best practice project management techniques and project management applications including an ability to supervise multiple projects, meet deadlines and manage competing priorities.
* Analytical skills in relation to design issues and experience supervising multiple design projects.
* Experience in providing sound judgement and advice on issues.
* Experience in the planning, design and management of open space areas and green infrastructure including the preparation of reports or policy.
* Understanding and knowledge of the New South Wales legislation and policies governing land use planning, environmental assessment and environmental regulation.

Essential requirements

* Degree in planning, urban design, strategy, communication, landscape architecture, project management or other relevant discipline.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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.

| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- | --- |
|  | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | | Keep up to date with relevant contemporary knowledge and practices  Look for and take advantage of opportunities to learn new skills and develop strengths  Show commitment to achieving challenging goals  Examine and reflect on own performance  Seek and respond positively to constructive feedback and guidance  Demonstrate and maintain a high level of personal motivation | Adept |
|  | **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|  | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Use facts, knowledge and experience to support recommendations  Work towards positive and mutually satisfactory outcomes  Identify and resolve issues in discussion with other staff and stakeholders  Identify others’ concerns and expectations  Respond constructively to conflict and disagreements and be open to compromise  Keep discussions focused on the key issues | Intermediate |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  Make sure staff understand expected goals and acknowledge staff success in achieving these  Identify resource needs and ensure goals are achieved within set budgets and deadlines  Use business data to evaluate outcomes and inform continuous improvement  Identify priorities that need to change and ensure the allocation of resources meets new business needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
|  | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | 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  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 | Adept |
|  | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Collaborate to set clear performance standards and deadlines in line with established performance development frameworks  Look for ways to develop team capability and recognise and develop individual potential  Be constructive and build on strengths by giving timely and actionable feedback  Identify and act on opportunities to provide coaching and mentoring  Recognise performance issues that need to be addressed and work towards resolving issues  Effectively support and manage team members who are working flexibly and in various locations  Create a safe environment where team members’ diverse backgrounds and cultures are considered and respected  Consider feedback on own management style and reflect on potential areas to improve | Intermediate |

# 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** |
| --- | --- | --- | --- | --- |
|  | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
|  | Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Adept |
|  | Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
|  | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
|  | Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
|  | Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
|  | Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Intermediate |
|  | Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |