Description

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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Bradfield Development Authority /Digital & Energy Infrastructure** |
| **Role number** | **TBC** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **ANZSCO Code** | **139999** |
| **PCAT Code** | **1119192** |
| **Date of Approval** | **October 2024** |
| **Agency Website** | **nsw.gov.au/bradfield-development-authority** |

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.

The Bradfield Development Authority (BDA) is building a stronger future for Western Sydney by delivering Bradfield City Centre and attracting investment to the Western Sydney Aerotropolis. We work with all levels of government, industry, and the community to realise the once-in-a-generation opportunities the new 24/7 Western Sydney International (Nancy-Bird Walton) Airport and the surrounding Western Sydney Aerotropolis precinct.

The Authority is leading the development of one of the country’s most ambitious and exciting projects – Bradfield City Centre, located in the heart of the Aerotropolis. We also focus on investment attraction and driving economic opportunities for the benefit of the Aerotropolis and the wider region. The Advanced Manufacturing Research Facility (AMRF) supports local manufacturers and new industries of the future.

Primary purpose of the role

The Manager Digital Infrastructure identifies, develops and implements utility initiatives including telecommunications and smart city technologies to support the delivery of sustainable digital services and cutting edge developments in the new Bradfield City Centre and Aerotropolis, whilst project managing and overseeing procurement processes, engagements with industry and other government stakeholders, and coordinating the delivery of infrastructure, enabling the delivery of benefits to customers and residents of the Bradfield City Centre and Aerotropolis.

Key accountabilities

* Manage the development and delivery of digital projects based on commercial and utility strategies involving smart cities, data services, and parking.
* Develop business cases and financial models for new utility initiatives, drawing on existing studies and reports, undertaking independent research, and leading market engagement approaches.
* Manage the services and contracts resulting from procurement activities under the Digital & Energy Infrastructure portfolio of projects in coordination with internal legal and corporate teams.
* Undertake administrative and project management tasks to support the Digital & Energy Infrastructure team including budget management, navigating procurement processes, maintaining risk registers, manage and monitor Gantt charts to keep track of key milestones, and manage interdependencies with other projects.
* Prepare communication materials in collaboration with the Communications team including presentations, responses in relation to the outcome of procurement and other processes and public speaking engagements,
* Work closely with internal and external stakeholders including the Project Director and the Executive Director to establish and manage stakeholder relationships and interfaces with other projects to ensure stakeholders are engaged throughout the program and deliverables are achieved.

Key challenges

* Identifying commercial drivers and shaping market engagement processes in a complex and competitive environment to attract co-investment into initiatives across a range of different utility sectors including the digital, telecommunications, energy, water and circular economy sectors.
* Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
* Achieving multiple project objectives, given limited resources, tight deadlines, and interdependencies across a range of projects being undertaken across the organization, while balancing competing demands and priorities.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Receive advice and report on progress towards business objectives and discuss future directions * Provide expert advice and contribute to decision making * Identify emerging issues/risks and their implications and propose solutions. |
| Direct Reports | * Guide, support, coach and mentor team members * Lead discussions and decisions regarding key projects and deliverables. |
| Stakeholders | * Provide expert advice on a range of project related issues and strategies * Optimise engagement to achieve defined outcomes * Manage expectations and resolve issues. |
| **External** |  |
| Market participants, consultants and advisors | * Engage in, consult and negotiate the development, delivery and evaluation of projects * Engage with internal stakeholders including other project teams where there are interfaces with digital projects, and external stakeholders including consultants, technical experts, market participants and potential suppliers * Manage expectations and resolve issues. |
| Vendors/Service Providers and Consultants | * Communicate needs, facilitate routine business transactions and resolve issues * Negotiate and approve contracts and service agreements * Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements. |

# Role dimensions

## Decision making

The Manager Digital Infrastructure:

* has autonomy and makes decisions that are under their direct control.
* refers to the Director for decisions that require significant change to project outcomes or timeframes or are likely to escalate.
* is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.
* submits reports, business cases and other forms of written advice with minimal input from the Director.

## Reporting line

Director, Digital & Energy Infrastructure

## Direct reports

Up to 5

## Budget/Expenditure

As per delegations

Key knowledge and experience

* Extensive experience managing and implementing projects.

Essential requirements

* Tertiary qualifications in a relevant field and/or relevant professional experience and training.

## **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.

## **Focus capabilities**

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | **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 |
| relationships | **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 |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible position  Lead and facilitate productive discussions with staff and stakeholders  Encourage others to talk, share and debate ideas to achieve a consensus  Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relationships with internal and external stakeholders  Anticipate and minimise conflict | Adept |
| results | **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 |
| results | **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 |
| business-enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| business-enablers | **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 |
| people-management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | Adept |

## 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** |
| --- | --- | --- | --- |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| people-management | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |