# Role Description

**Project Director**

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| **Role Description Fields** | **Details** |
| **Cluster** | **Department of Planning, Housing and Infrastructure** |
| **Department/Agency** | **Bradfield Development Authority (BDA)** |
| **Division/Branch/Unit** | **Infrastructure and Delivery** |
| **Role number** | **TBC** |
| **Classification/Grade/Band** | **Senior Executive Band 1**  |
| **Senior executive work level standards** | **Work Contribution Stream: Service / Operational Delivery** |
| **ANZSCO Code** | **111211** |
| **PCAT Code** | **1119192** |
| **Date of Approval** | **March 2024 (updated 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 Project Director oversees the largest project within Bradfield 5 year forecast, worth $250 million. The role involves the directing and leading design and delivery teams to ensure the project is executed in line with governance and project management practices. Key responsibilities include identifying, managing and mitigating risks to achieve outcomes and objectives. Additionally the Project Director will coordinate a stakeholder engagement activities aligned with approval pathways, and oversee program design implementation, monitoring, resources coordination and procurement.

## Key accountabilities

* Leading a multi-disciplinary team accountable for delivering innovative and complex development and infrastructure projects from inception to completion, including building constructions and fitout involving a manufacturing area of open plan with specialised equipment, as well as laboratory clean rooms with specialist plant and structure.
* Actively manage budget, time, and risk across multiple projects in the program and continuously evolve the program through scoping to implementation, coordination of internal and external resources, risk management and mitigation, review and assurance, development of resources and delivery strategy.
* Identifying and managing internal controls and risk management processes. This includes ensuring compliance with organisational and governmental policies, processes, and reporting obligations. Responsibilities encompass forward planning and strategy, ministerial reporting, and meeting legislative, environmental, sustainability, workplace health and safety, procurement, and audit requirements.
* Developing complex detailed project planning briefs, preparing business cases, conducting financial forecasting and analysis and managing scope documentation, all while adhering to best practices in project management, financial control, and governance. Additionally, strategically oversee the bi-monthly collation of Board reports input for Building 2, to ensure all risks are identified and effectively mitigated.
* Effectively managing and overseeing multiple projects, including project coordination and management. This involves controlling time, quality, and costs, managing scope and expenditures within approved limits, adapting to shifting priorities, and maintaining integrated reporting to support informed decision-making and realise strategic business outcomes.
* Facilitating collaborative partnerships and influencing outcomes at a senior level across government agencies and multiple private stakeholders, anticipating and resolving complex high-level issues and translating into agreements, deeds or other legal documents as required.
* Championing transparency, collaboration and trust in daily interactions while ensuring compliance with relevant policies, project obligations, Cabinet approvals, inter-agency agreements and executive-approved strategies.
* Providing high-quality advice to the Executive team and Board, supporting program implementation, risk management and the achievement of strategic objectives ensuring value is optimised.

## Key challenges

* Strategically managing a complex program with significant interfaces between the various diverse functions of the Authority, other agencies in the NSW Government and Liverpool City Council, within parameters approved by the CEO and Board.
* Anticipate, respond to, and mitigate impediments to effective implementation of the Major Works Program, particularly where implementation is controlled or dependent on others, and delivered through complex and lengthy statutory and/or procurement processes.
* Managing day-to-day relationships with internal and external stakeholders to drive timely and cost-effective outcomes in an operating context that spans across the public and private sectors, under various agreements and arrangements.

## Keyrelationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Minister’s office | * Liaise with the Minister and Minister's office to provide authoritative expert policy advice.
* Inform and deliver information on decisions and provide updates at short notice.
* Develop and maintain effective relationships.
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| **Internal** |  |
| Executive Director | * Act as subject matter expert on program/service delivery matters.
* Provide advice, counsel and recommendations to influence organisational decisions and initiatives.
* Communicate information related to outcomes against budgets and performance measures.
* Identify and escalate major, new or emerging issues and recommend new approaches, strategies, practices, solutions, alternative options and responses.
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| Senior Executive Team | * Provide expert advice and recommendations to impact decisions and support delivery of integrated program outcomes.
* Develop sustainable, productive and collaborative working relationships.
* Subject matter expert for the executive team for Planning NSW.
* Collaborate and advise on emerging or recurrent issues to support strategic decision processes.
* Clarify accountabilities and communicate performance standards.
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| Direct reports | * Inspire and motivate team, provide leadership, guidance, technical advice and support.
* Provide clear direction and manage team performance and development.
* Share information and encourage contribution to ideas to improve program / service delivery outcomes.
* Drive effective and efficient service delivery and stakeholder engagement.
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| **External** |  |
| Other NSW government agencies | * Represent the Department in inter-governmental fora.
* Establish professional networks with other NSW clusters and agencies and with similar roles across other jurisdictions.
* Enhance engagement by building and maintaining effective relationships and establish strategic alliances and networks with key government agencies.
* Develop whole of government approaches on key issues, negotiate consistent policies and promote the efficient utilisation of resources.
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| Industry, community and other stakeholders | * Foster effective, collaborative and sustainable working relationships to provide information on program objectives.
* Liaise to ensure program and service delivery meets current and evolving agency and program objectives and expected outcomes.
* Collaborate to obtain required input to deliver timely program outcomes and resolve emerging issues.
* Influence in adoption of new approaches and responses.
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## Role dimensions

### Decision making

The role:

* is accountable for the management and staff operations and planning to achieve the overall agreed work program commitments
* has considerable autonomy and independence to determine day to day work priorities, deploy resources and allocate duties
* negotiates matters related to area of responsibility, and makes decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
* is fully accountable for the content, accuracy, validity and integrity of advice provided
* makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and agency policy and procedural frameworks and guidelines
* is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters

### Reporting line

This position reports to Executive Director.

### Direct reports

Up to 7 direct reports.

### Budget/Expenditure

As per delegations.

## Key knowledge and experience

* Demonstrated knowledge of the statutory planning, development and procurement processes enabling precinct and/or infrastructure projects and/or programs delivery.
* Demonstrated experience at a senior level with the management and/or delivery of complex precinct and/or infrastructure projects and/or programs.
* Demonstrated experience in building and leading high performing and collaborative teams to drive results within effective governance arrangements.

## Essential requirements

* Relevant qualifications in engineering, planning, business, program management or a related 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.

## Focus capabilities

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Model the highest standards of ethical and professional behaviour and reinforce their useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |
| personal-attributes | **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | Act as a professional role model for colleagues, set high personal goals and take pride in their achievementActively seek, reflect and act on feedback on own performanceTranslate negative feedback into an opportunity to improveTake the initiative and act in a decisive wayDemonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
| relationships | **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 audiencesSpeak in a highly articulate and influential mannerState the facts and explain their implications for the organisation and key stakeholdersPromote the organisation’s position with authority and credibility across government, other jurisdictions and external organisationsAnticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |
| relationships | **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-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
| results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staffInfluence the organisation’s current and potential future role within government and the community, and plan appropriatelyEnsure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planningConsider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomesDrive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government | Highly Advanced |
| 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 issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| business-enablers | **Project Management**Understand and apply effective planning, coordination and control methods | Ensure there are systems and effective governance processes in place for project managementMake decisions on accepting projects based on business casesUse the historical, political and broader context to inform project directions and mitigate riskObtain key stakeholders’ commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communicationEnsure that project risks are managed effectively, and appropriate strategies are in place to respond to variancesDrive the changes required to realise the business benefits of the projectEnsure that project management decisions consider interdependencies between projects | Highly Advanced |
| A blue sign with black text and people  Description automatically generated | **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 uncertaintyAssist others to address emerging challenges and risks and generate support for change initiativesTranslate change initiatives into practical strategies and explain these to staff, and their role in implementing themImplement structured change management processes to identify and develop responses to cultural barriers | Advanced |

## 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 | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| 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 | Advanced |
| results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
| A blue sign with black text and people  Description automatically generated | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| A blue sign with black text and people  Description automatically generated | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| A blue sign with black text and people  Description automatically generated | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |