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| **Cluster** | Planning and Environment |
| **Agency** | Department of Planning and Environment |
| **Division/Branch/Unit** | Homes, Property and Development / Hunter and Central Coast Development Corporation |
| **Location** | Newcastle and Central Coast |
| **Classification/Grade/Band** | Planning Officer (Professional) 3 |
| **ANZSCO Code** | 511112 |
| **Role Number** | 41892 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | September 2023 (previous May 2022) |
| **Agency Website** | www.dpie.nsw.gov.au |

Agency overview

The Department of Planning and Environment (DPE) vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. 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 seeks to embed Aboriginal cultural awareness and knowledge throughout the department

The Hunter and Central Coast Development Corporation (HCCDC) is a State Government agency within the Department of Planning & Environment. It is responsible for the planning and delivery of economic and urban development in the Hunter and Central Coast regions. We work in collaboration with NSW Government agencies, councils and key stakeholders to best deliver outcomes that benefit and enhance our local communities.

HCCDC plans and delivers the renewal and rehabilitation of complex urban transformation projects for the NSW Government to create more housing, more jobs and better community outcomes. This includes urban renewal projects in Newcastle, delivering significant public parks in Honeysuckle and Gosford, managing the Mount Penang Parklands on the Central Coast, and facilitating development outcomes for land holdings at Cockle Creek and West Wallsend.

HCCDC’s work culture fosters an enjoyable team environment where people grow, work and achieve together. We have shared behaviours of Collaborative, Enthusiastic, Supportive and Positive.

# Primary purpose of the role

The Senior Development Manager manages development projects with accountability and responsibility for the planning, approvals, delivery, financial control and disposal of these projects. Critical to the success of this role is identifying and building relationships with targeted community, public and private stakeholders to forge, secure and deliver partnership opportunities. The role takes an innovative and adaptable approach to support the achievement of HCCDC’s vision to be the leading go-to agency for unlocking and delivering regionally significant projects .

# Key accountabilities

* Lead and deliver development projects ensuring effective planning, approvals, research, feasibility analysis, financial control, procurement, delivery, marketing and disposal, to meet HCCDC objectives.
* Drive project outcomes by ensuring all projects are scoped, planned, costed, resourced, managed and aligned with program objectives, and Government and client needs.
* Take a lead on all project management activities to ensure cost, time and quality control, including risk assessment and mitigation, WHS, environmental and quality planning, in compliance with established procedures and policy requirements.
* Establish and manage contracts and agreements with contractors, developers and other parties to produce an optimal outcome for HCCDC’s development interests and ensure highest standards of probity and legal protection for the Corporation.
* Prepare a range of strategic and operational documentation, including business plans, briefing papers, discussion papers, project plans, reports and submissions.
* Manage strategic relationships with key stakeholders, including authorities, private sector organisations and community groups to facilitate cooperation and achievement of HCCDC objectives.
* Collaborate, establish and maintain a positive and high performing working relationship with internal team members, management and other resources.

# Key challenges

* Identifying, analysing and critically evaluating project options and recommending and implementing the most suitable alternative that is commercially viable and meets the projects’ environmental, social and economic goals and HCCDC’s delivery objectives.
* Assessing the risk profile of projects, determining appropriate delivery mechanisms to achieve desired outcomes and ensuring projects are efficiently coordinated while meeting the highest possible legal and probity standards.
* Managing tight timeframes, fixed budgets and the competing priorities of multiple projects to ensure all projects meet their time, cost and quality objectives, having regard to the activities and needs of internal and external stakeholders and a changing political and operating environment.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | * Receive instructions, provide advice and recommendations to influence organisational decisions and initiatives.
* Communicate information related to outcomes against budgets and performance measures.
* Identify and inform of major, new or emerging issues and recommend new approaches, strategies, practices, solutions, alternative options and responses.
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| Direct Reports | * Provide leadership, guidance and support.
* Set performance requirements and manage team performance and development.
* Share information and encourage contribution to ideas to improve program/service delivery outcomes.
* Prioritise workload and assigned tasks to ensure key deliverables are met and identify and manage resource constraints
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| **External** |  |
| Contractors and Consultants  | * Provide leadership, guidance and support.
* Set performance requirements and manage contractual agreements.
* Share information and encourage contribution to ideas to improve program/service delivery outcomes.
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| Key Stakeholders - private business, investors and non-government organisations | * Foster and sustain key relationships.
* Represent HCCDC’s interests, provide expert advice, influence decision making, build collaborative strategic alliances and partnerships to identify opportunities and facilitate innovation
* Manage expectations and achieve mutual objectives, including community and stakeholder expectations around particular projects.
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# Role dimensions

## Decision making

The Senior Development Manager:

* is accountable for the management of direct reports and external consultants and contractors.
* is accountable for the quality, accuracy and integrity of advice provided and for the delivery of agreed project outcomes, on time and within budget.
* has autonomy and independence to determine day to day work priorities, deploy resources and allocate duties.
* makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and Department 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

The role reports to the allocated Director or Project Leader.

## Direct reports

The role has up to 6 direct reports and supervises consultants and contractors as required.

## Budget/Expenditure

As per financial delegations.

# Key knowledge and experience

* Demonstrated experience overseeing, managing and delivering the complete land and property development process.
* Demonstrated experience overseeing, directing and managing project teams and interacting positively and successfully with diverse groups of stakeholders.
* Experience in the following aspects:
* the identification of project opportunities, including project feasibility studies
* the due diligence process
* land use planning and re-zoning
* obtaining Development Consents
* successful project delivery
* competitive land divestment;
* contract negotiation and administration; and
* managing the consultation process with stakeholders.

# Essential requirements

* Tertiary qualifications in a relevant discipline such as property development, engineering, land economics, valuation, commerce, construction management, architecture, project management or planning.

# WHS Obligations

HCCDC’s most important asset is its people and we are committed to ensuring all employees are provided with a safe and healthy environment, so everyone arrives home without harm every time.

All staff at HCCDC are required to:

* Lead by example and demonstrate genuine care for others, being involved and providing feedback.
* Stop work and seek advice from supervisors if they believe the workplace is unsafe.
* Take reasonable steps to ensure health & safety.
* Understand and comply with procedures.
* Participate in risk management activities, e.g. Take 5.
* Ensure visitors, consultants and contractors are aware of hazards, risks and controls.
* Ensure contractors and consultants complete risk assessments prior to undertaking onsite activities Team Leaders and Supervisors.

As a supervisor, the role is also required to:

* Review the management of hazards and corrective actions.
* Support workers to complete risk assessments.
* Assist with incident response and injured/ill employee return to work.
* Encourage and monitor staff.
* Demonstrate and promote and HCCDC’s culture statement and behaviour.

# 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**  |
|  | **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 use
* Represent the organisation in an honest, ethical and professional way and set an example for others to follow
* 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
 | Advanced |
|  | **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 |
| **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
* 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
 | Advanced |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | * Seek and apply the expertise of key individuals to achieve organisational outcomes
* Drive a culture of achievement and acknowledge input from others
* Determine how outcomes will be measured and guide others on evaluation methods
* 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 business unit output to ensure government outcomes are achieved within budgets
* Progress organisational priorities and ensure that resources are acquired and used effectively
 | Advanced |
| **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | * Understand the links between the business unit, organisation and the whole-of-government agenda
* Ensure business plan goals are clear and appropriate and include contingency provisions
* Monitor the progress of initiatives and make necessary adjustments
* Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
* Consider the implications of a wide range of complex issues and shift business priorities when necessary
* Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
 | Advanced |
| **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 |
|  | **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 |
| **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 |
|  | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | * Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
* Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
* Develop work plans that consider capability, strengths and opportunities for development
* Be aware of the influences of bias when managing team members
* Seek feedback on own management capabilities and develop strategies to address any gaps
* Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
* Monitor and report on team performance in line with established performance development frameworks
 | 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.

| COMPLEMENTARY CAPABILITIES |
| --- |
| **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 | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Work Collaboratively | Collaborate with others and value their contribution | 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 | Adept |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| 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 | Adept |